COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

COMMUNIQUÉ

DECEMBER 2006

A DEFENSE INTELLIGENCE AGENCY PUBLICATION

MAPLES
U.S. ARMY

1 YEAR later

moving in the right direction

PLUS...

- "X" Marks the Information Spot!
- Analysis and Collection Integrate
- Maples Carries on Family Legacy
- Anything for a Buck

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december 2006

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The Four
PARTS of PART

By Franklin J. Estes, FE

The Program Assessment Rating Tool (PART), introduced by the Office of Management and Budget (OMB) in 2001, evaluates program management to determine program effectiveness. OMB administers the assessments and rates each program as "effective," "moderately effective," "adequate," "ineffective" or "results not demonstrated." This rating system allows senior government officials to understand which programs are good investments and performing well — and which are not. Programs that demonstrate results could receive a larger share of the budget than those that cannot prove their effectiveness. OMB intends to evaluate 100 percent of the programs in the federal budget every five years.

PART is intended to ensure that programs are doing the right thing correctly. To accomplish this, PART assesses how effectively and efficiently programs are managed, whether or not they duplicate other government programs and the extent to which they demonstrate results that reach the intended beneficiaries.

PART is scored on a 100-point scale and is divided into four sections: Program Purpose and Design; Strategic Planning; Program Management; and Program Results and Accountability. Each section comprises several questions and carries a pre-determined scoring weight. Questions in Sections 1 through 3 can only be answered with a "yes" or "no" response. Section 4 allows respondents to receive full, partial or no credit for an answer by responding with "yes," "large extent," "small extent," or "no." Each answer must include a full explanation and evidence — usually internal documents — substantiating the given explanation.

Section 1:
Program Purpose and Design
(Weight: 20 percent)

Section 2:
Strategic Planning
(Weight: 10 percent)

Section 3:
Program Management
(Weight: 20 percent)

Section 4:
Program Results/
Accountability
(Weight: 50 percent)

Section 1: Program Purpose and Design (Weight: 20 percent)

This section addresses the issue of why a program was created. It examines a program's clarity of purpose and soundness of design to ensure that it was conceived for a public good for which no other program exists and is free of major design flaws that would adversely affect its efficacy.

Section 2: Strategic Planning (Weight: 10 percent)

Good strategic planning, a key element of successful program management, provides a framework to direct the actions of managers. Section 2 assesses whether or not a program has established appropriate measures, targets and independent inspections to help guide achievement of its stated purpose. Although it is worth only 10 percent in a PART evaluation, a program's score hinges on this important factor: many of the questions in Section 2 are prerequisites for answering several of the questions in Section 4, such as, if a program receives a "no" for Question 2.1, then it automatically receives a "no" for Question 4.1.

Section 3: Program Management (Weight: 20 percent)

This section tries to determine if the "mechanics" of the program are being executed well. The Program Management section of PART addresses the execution of the plan described in Section 2, as well as program management best practices. It ensures that funds are obligated in a timely manner, managers are held accountable for cost and schedule performance, strong financial management practices are in use, and the program is taking steps to address its management deficiencies.

Section 4: Program Results/ Accountability (Weight: 50 percent)

The underlying intent in this section is to determine if the program really works and is producing the desired results with evidence to prove it. Its heavy weight — 50 percent — combined with the requirement for mature metrics that indicate positive results, proves problematic for many programs. Evidence showing positive results must be collected over long periods of time — usually a year or more. As noted earlier, the questions also depend on answers given in the previous sections.

As performance-based evaluations are done more frequently throughout the federal government, it becomes increasingly important for each program to communicate its results in a common, well-structured manner. The Office of the Director of National Intelligence (ODNI) would like to achieve performance budget integration (PBI) in the intelligence community by fiscal year 2009. PBI is the practice of tying budget decisions to proven program performance. During this past year, ODNI established a new budget structure, aligned projects to it and began establishing standardized performance metrics for expenditure centers. Each of these actions moves DIA and the intelligence community further down the road to PBI. Directorates and programs that establish a performance culture now and make it an integral part of how they do business are more likely to succeed when oversight organizations such as OMB and ODNI conduct evaluations and reviews.

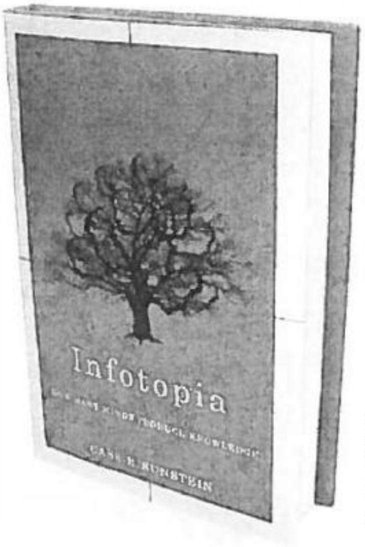
To discuss your program's strategic management practices and measures, contact the Defense Intelligence Resource Management Office's Roger Glickson, at (703) 695-3452, or Frank Estes, at (703) 907-0334.

CULTIVATING Every Source of KNOWLEDGE

By Adrian "Zeke" Wolfberg, CS

This issue's book review is "Infotopia: How Many Minds Produce Knowledge" by Cass R. Sunstein, published in 2006. What drove him to write this book was his concern for people who get trapped in their "information cocoon" — the strategies we use to hear only what we want to hear — and, as a result, make faulty decisions or arrive at inaccurate conclusions. He cites the 1986 Challenger space shuttle O-ring disaster as an example of how information cocoons prevented NASA officials from understanding data that did not fit their preconceived view.

Sunstein's assumption is that other humans create or contribute to any information that we use. This is an extremely subtle but vital point. We often see information through technology like databases or the Internet, so we might lose sight of the fact that humans originally created the content. Even in our intelligence business, highly quantitative data associated with signals intelligence and imagery intelligence is a result of designs by humans, and certainly the qualitative content is directly dependent on human interpretation. Human intelligence is even more so.



Sunstein's book is about answering the question "how can we know what each of us knows?" Just asking this question has major implications for the intelligence community (IC). We presumably have dismissed the "need to know" paradigm for the "need to share." However, once you have access to and have gained new knowledge, we need to put our energies into effectively combining, integrating and synthesizing what we now know with what we have known.

How we do this is an interesting issue. The traditional way has been to assemble knowledge, as if the parts come together to fit into one piece — a product — and we usually think that the "coming together" comes magically at the end of the production process. That is the model of how we are now organized — the "quality control" model we inherited from the Industrial Age. What Sunstein and others, including many of you, are saying is that we need to elicit what others know from the very start of thinking about an issue. This shift in thinking leads to a different outcome, one characterized as learning. This outcome will naturally be reused in a product, or maybe even force us to rethink what a product is. Translated into IC language, that means we shift from being producers to being thinkers.

So what does Sunstein recommend? There are two areas to focus on: thinking critically and engaging in open discourse. Fortunately, DIA is making progress in both of these areas. For example, efforts at improving critical thinking are underway with the Directorate for Analysis' (DI) Critical Thinking and Structured Analysis project and we're improving creative thinking with the Knowledge Lab's Full-Spectrum Analysis Pilot project. Improving open communication is the focus of the Knowledge Lab's Critical Discourse workshop.

If knowledge is the goal of an organization, then finding ways to access, share and combine all relevant knowledge — across organizations, occupational skills and functions — will be a key capability leading to mission success. I think we are developing this attitude at DIA and we need to keep at it. Finding and reinforcing new ways to make it happen and navigating the hurdles are what Sunstein addresses, and he comes up with some helpful approaches to this challenge. I highly recommend reading this book and thinking about the ways you can improve how knowledge is developed at DIA.

The Knowledge Lab purchased 30 copies of "Infotopia: How Many Minds Produce Knowledge." If you are interested in receiving a copy, please contact Zeke Wolfberg at (202) 231-6449.

The TRUTH of the Matter:

DIA's Polygraph Program

By Brett A. Stern, DA

In 1987, the DIA Polygraph Program was launched in a response to requirements for administering counterintelligence-scope polygraph (CSP) examinations to personnel in special access programs. Since then, the Polygraph Program has expanded both in mission and personnel. Today, the program's capability is projected worldwide in support of the Global War on Terrorism, defense human intelligence (HUMINT) and other critical missions.

There are four relatively new and important polygraph initiatives directly affecting the work force and, to a lesser extent, other federal agencies that receive DIA polygraph support. First, the designation of all DIA positions as "critical intelligence positions" subjects all agency personnel to initial and periodic CSP examinations. Testing is conducted at the DIAC, Clarendon and the Central Processing Services Center (CPSC) in Springfield, Va.

Second, the phased-in implementation of pre-employment polygraph testing focuses on prioritized functions within DIA. Pre-employment testing is currently performed at CPSC because of access issues for non-cleared personnel at Bolling Air Force Base and Clarendon. DIA envisions full implementation of pre-employment CSP testing in fiscal year 2009.

A third initiative includes Office of the Secretary of Defense (OSD) authorization for DIA to conduct polygraph testing of foreign cohabitants, spouses or intended spouses of DIA personnel. DIA will entertain — under compelling circumstances — hiring personnel who are living with or intending to marry a non-U.S. citizen, on the condition that the prospective employee's current or intended cohabitant undergoes and successfully completes a counterintelligence-focused polygraph

examination. DIA and the National Security Agency (NSA) are the only two Department of Defense (DOD) agencies that perform this type of testing.

The fourth important initiative stems from OSD authorization for DIA to administer expanded-scope — also known as full-scope or lifestyle — examinations to its personnel assigned or detailed to the CIA in a staff-like access position. DIA and CIA entered into a reciprocity agreement whereby CIA will abide by the results of DIA administered expanded-scope polygraph examinations. Consequently, DIA personnel will no longer be submitted to CIA administered examinations. DIA and NSA are the only two DOD agencies authorized to conduct expanded-scope testing.

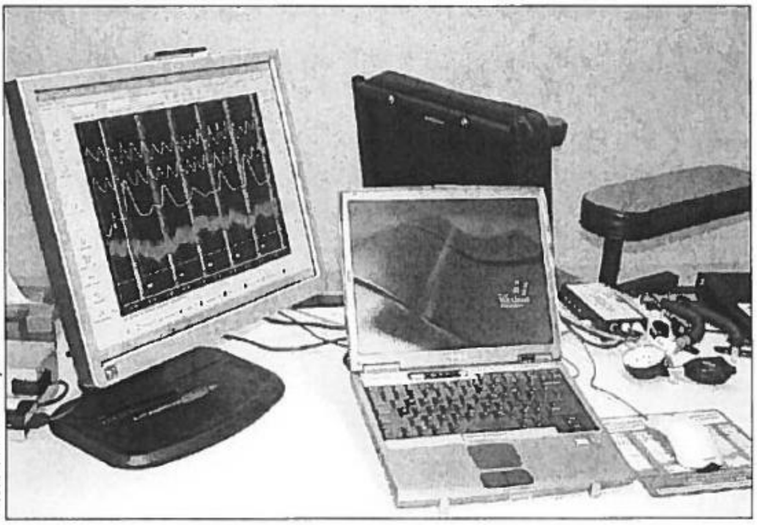


Photo submitted by DAC

Computerized Polygraph Instrument.

The DIA Polygraph Program is committed to being the best in the world. Its mission is arguably the most diverse in the federal government. The program has a stellar reputation for work in the HUMINT domain that led to special mission support agreements to non-DIA affiliated units involved in the Global War on Terrorism. To achieve its expanding mission requirements, the agency is looking to increase the number of examiners. However, the competition for examiners within the federal government is fierce and has forced DIA to consider hiring and training prospective examiners — something that has been done only on two occasions. The situation is exacerbated by minimum entry requirements for the 14-week Department of Defense Polygraph Institute (DODPI) Forensic Psychophysiology Program. Applicants must be U.S. citizens, at least 25 years of age, possess a four-year college degree from an accredited college or university, and have two years of investigative experience. Moreover, they must successfully complete one of the most rigorous academic programs in DOD, taught at the master's degree level with both academic and performance examinations.

Even if a prospective examiner graduates DODPI, there is no guarantee that the person will complete their internship, which can last up to one year; however, most interns do succeed. DIA is not likely to pursue an admissions waiver from OSD, Counterintelligence Field Activity and DODPI for an internal DIA candidate without subjecting the candidate to a fairly rigorous assessment process including aptitude, psychological testing and internship.

Examiner duty may include permanent and temporary duty all around the world. Securing information from a hardened adversary can be challenging and exciting. The field of credibility assessment, of which polygraph is one methodology, continues to advance as scientists and others search for the illusive "Pinocchio response." Emerging technologies such as the Remote Laser Doppler Vibrometry, Eye TRACKER, functional magnetic resonance imaging, thermal imaging of the face, chemical analysis of saliva, mapping the flow of blood in the brain and the study of event related potentials of brain activity show varying degrees of promise — but none is ready to supplant the polygraph as the premier credibility assessment technology.

The future for polygraph support is bright. DIA examiners are poised to respond to requests for support now and well into the future.

"X" Marks the Information SPOT!

Let the John T. Hughes Library POINT you toward a WEALTH OF INFORMATION

By Denise M. Campbell and Elizabeth E. Ventura, MC

Need details on the Iranian YMII anti-tank blast mine or a mineral map of Russia? Heading off on temporary duty (TDY) or planning a vacation? How do you find information? Sometimes it is as simple as consulting with a colleague or doing a quick search on Google. But are you really finding the "best" information?

At the Joint Military Intelligence College's (JMIC's) John T. Hughes Library, our goal is to guide you through the many open-source print and electronic resources available and find the exact information you need — quickly and easily.

The reference librarians in the John T. Hughes Library are skilled and experienced in using open-source resources. They can perform precision searches for you on commercial databases such as Lexis/Nexis and Dialog, or advise you on search query formulation and advanced search engine features.

Our reference librarians can also serve as intermediaries between you and outside organizations, allowing you to maintain a degree of anonymity as you collect information. Are there specific subjects you are particularly interested in? Our librarians can monitor the major research databases and let you know when new material on your subject is made available.

If you still want to do research on your own, a great place to start is the library's unclassified Web site, *http://voyager.dia.mil*. There, you have access to more than 30 databases, such as Proquest and Stratfor, as well as hundreds of current and back-issue journals and newspapers in electronic format. On our Web site, you will also find Voyager — the online catalog of the library's holdings — including more than 60,000 titles with an emphasis on intelligence, military and naval science, history, political science, and science and technology.

"As a general rule, the most successful man in life is the man who has the best information"

— *Benjamin Disraeli*

So, need details on the Iranian YMIII anti-tank blast mine? Our reference collection includes Jane's yearbooks, encyclopedias, directories, handbooks, technical and foreign language dictionaries, and country studies. Looking for a recently published article on weapons of mass destruction? We have current and back issues of the major U.S. and foreign newspapers papers, and more than 400 topically relevant magazines and scholarly journals. Many are also available electronically via the library's Web site.

Need a mineral map of Russia? Our collection contains more than 10,000 U.S. and foreign-produced maps, along with road atlases, town plans — many in their

native languages — and specialized maps produced by the Soviet military such as those of North Korea, Iran and Cuba.

Heading off on TDY or planning a vacation? Our homepage provides access to the International Relocation Center that gives current information on every aspect of visiting or moving to nearly 100 different countries. We also have a large collection of Fodor's, Frommer's, Rough Guide and Lonely Planet travel books and videos.

Speaking of traveling, are you less than thrilled by your daily commute? We have more than 650 audio books — both cassettes and compact discs — that can make the daily traffic beast a little easier to endure. Topics range from the world of Byzantium to the wars of the 20th century. A substantial and always expanding collection of DVDs and videocassettes is also available for viewing or checkout.

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http://voyager.dia.mil

Other collections include the JMIC Master's Thesis Collection — a wealth of original research and extensive bibliographies on intelligence-related topics — and the Walters Collection, the professional and personal papers of the late Ambassador Vernon A. Walters.

The library also offers interlibrary loan services; foreign book and journal purchasing; NIPRNet and OSIS workstations; and printers, copiers and scanners.

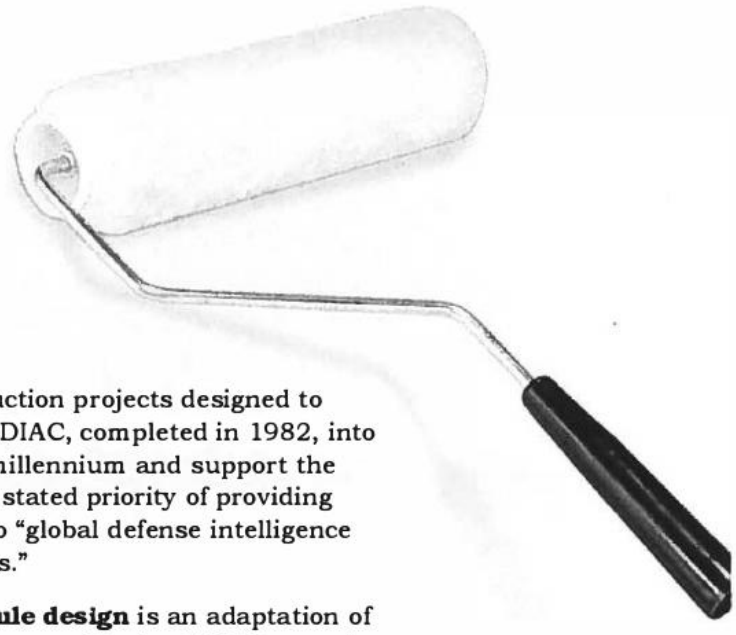
Sound intriguing? To take advantage of all we have to offer in the John T. Hughes Library, stop in and see us on the 4th Floor of the DIAC or visit us on the Web from your desk or at home. For more detailed information on our collections and services pick up a copy of "The Guide to Library Services" at our circulation desk. The library is accessible 24/7 and staff operating hours are Monday through Friday, 7 a.m. to 4:30 p.m.

Patrons accessing the electronic resources on the NIPRNet stations in the John T. Hughes Library.

Photo by TSgt Andel I Owens, MC

B6 & C6 Module RENOVATIONS —

A FRESH COAT of Paint



By the Facility Engineering Division, DA

Typically when a facility undergoes something called "renovation," the end result looks like someone slapped a fresh coat of paint onto the old walls. If this is your image of a renovation, you might want to take a look at the newly renovated B6 and C6 modules of the DIAC. More than 50,000 square feet of space was renovated, and now the new facility is ready for the future. Expandable by creating more workstations using easily modified system furniture, and flexible by applying a pleasant, standard layout that allows for realignment of personnel, the new modules are an attractive upgrade to the DIAC.

Thanks to the hard work and dedication of the project team consisting of personnel from the Directorate for Administration's Facility Engineering Division (DAL-1), the Directorate for Information Management and Chief Information Officer (DS), the construction contractor KBR and its many subcontractors, and the customers — the Joint Functional Component Command for Intelligence, Surveillance and Reconnaissance (JFCC-ISR), Defense HUMINT Management Office and Defense Joint Intelligence Operations Center (DJIOC) — we have a state-of-the-art facility that combines functionality with an open, adaptable work environment. Their collaborative efforts during a two-year period, from design to the final ribbon-cutting, are the latest in a series of construction projects designed to bring the DIAC, completed in 1982, into the new millennium and support the director's stated priority of providing support to "global defense intelligence operations."

The module design is an adaptation of the concept used in the DIAC Expansion Building — open workspaces with low wall partitions, which allow for the flow of ideas, as well as air, heating and cooling. Enclosed offices were designed and furnished to allow for collaborative sessions within the offices. Additionally, these workstations maximize the use of space, while allowing personal items such as a coat closet and storage bins. Because of the standardized cubicle and office designs, areas can be reconfigured with minimal additional construction requirements. These improvements make the modules more realignment-friendly; they can better accommodate rotating DIA elements through these spaces with minimal additional renovation required.

The engineering and construction associated with the renovation began with the complete clearing of the original B6/C6 modules. This was followed by replacing the utilities, heating, ventilation and air-conditioning systems; upgrading the power capacity and distribution systems; installing new systems furniture; and installing new computer systems using DoDIIS Trusted Workstations,

or "thin clients." In addition, the large CPUs were replaced with smaller Sun Microsystems terminals. The entire communications cabling system was also rebuilt to allow maximum flexibility for voice and data systems in each workstation. Each workstation was designed to be flexible, with the capability of hosting multiple computer platforms. The final phase included the outfitting of two watch centers, areas specially designed to allow 24/7 operations in support of the Global War on Terrorism.

The first tenants moved into their new areas in October 2005, and the ribbon-cutting ceremony for the final tenants, JFCC-ISR, occurred on Sept. 13. This is a work in progress as we continue to build our organization and space for DJIOC.

The FIVE IMPERATIVES of Defense Intelligence

By the Strategic Planning Group, CS

Perhaps at no time in DIA's history have operators and policymakers been more reliant on the intelligence professional to make sense of their world. The Global War on Terrorism (GWOT), and the inherently irregular type of warfare it represents, is requiring a fundamental shift in the way military operations are conducted — with a focus on timely, actionable intelligence to overcome an elusive and dynamic enemy.

> "From an emphasis on ships, guns, tanks and planes — to focus on information, knowledge and timely, actionable intelligence."
>
> – Department of Defense Quadrennial Defense Review February 2006

With the advent of irregular warfare, DIA and defense intelligence must become increasingly more connected across capabilities and customers. This integration will take the form of a Defense Intelligence Enterprise, with the first iteration being the new centers serving the combatant commands nationally and in theater. The result will be all-source intelligence delivered faster in formats specific to the customer.

The formation of a Defense Intelligence Enterprise represents an important way-ahead for DIA. As the Department of Defense's (DOD's) all-source defense intelligence organization, the agency will serve as the critical link between defense and national priorities. Through this role, DIA will help shape the strategic focus of defense intelligence for the future and ensure support to operations fully aligned with U.S. national security priorities.

LTG Michael Maples, director of DIA, determined that the agency and its partners must work together to achieve the shared formation of the Defense Intelligence Enterprise and its five critical imperatives for defense intelligence:

▶ Sustain the Fight in the Global War on Terrorism

The primary focus of DIA at this time is to support defense operations by providing insight, knowledge and actionable intelligence to leaders and operators to prevail in the GWOT. To do so requires the continuous renewal and development of resources and capabilities to ensure we defeat a dynamic and adaptive adversary.

The GWOT inherently increases our focus on irregular warfare capabilities and moves intelligence to the operational center of defense activities. It requires the intelligence professional and military operator to be highly integrated to collect, analyze and use actionable intelligence quickly and seamlessly in the fight against terrorists and the proliferation of weapons of mass destruction.

▶ Plan and Support Defense Operations

Achieving a new level of integration between the intelligence professional and the operator will be accomplished through the Defense Joint Intelligence Operations Center (DJIOC) and national and regional combatant command JIOCs, including all-source intelligence campaign planning (ICP) capabilities.

JIOCs will form the basis of a collaborative, interactive relationship with national and defense intelligence agencies; combatant command JIOCs and analytical and collection elements; military service intelligence organizations; and the Joint Functional Component Command for Intelligence, Surveillance and Reconnaissance (JFCC-ISR).

▶ Achieve Defense Intelligence Unity of Effort

The achievement of true unity of effort among members of the Defense Intelligence Enterprise will come through the joint creation of policies, processes and systems that encourage access, sharing and interoperability. DIA will lead this effort by coordinating capabilities and resources in ways aimed at better serving the customer.

The drive toward coordination includes building new programs as needed and integrating the defense intelligence initiatives already under way, including the DoDIIS Way Ahead, the Defense Intelligence Analysis Program, the Defense HUMINT Management Office and others.

▶ Support the Director of National Intelligence Structure

As a provider of all-source defense intelligence, DIA is uniquely positioned to serve as a critical link between national and defense capabilities and priorities. The soon-to-be-released updated DIA Strategic Plan lays the groundwork for this through the development of a refined set of goals and objectives aligned in support of the National Intelligence Strategy.

In the years ahead, DIA will seek to develop and support other initiatives that build a collaborative, interactive relationship with the Office of the Director of National Intelligence to ensure that defense and national priorities are managed in a coordinated and synchronized approach, making efficient use of resources.

▶ Develop the Defense Intelligence Enterprise

DIA is committed to transforming defense intelligence into an enterprise that supports a high level of integration and synchronization of collection, analysis, planning and management activities. The resultant Defense Intelligence Enterprise construct will enable access into the totality of intelligence resources and more effectively meet the needs of national and defense customers.

Complex global operations, transnational nature threats and the evolution of a national intelligence structure require changes in future organizing principles. The Defense Intelligence Enterprise will take shape as a central means of organization, particularly as the defense and the combatant command JIOCs, are refined in the years ahead.

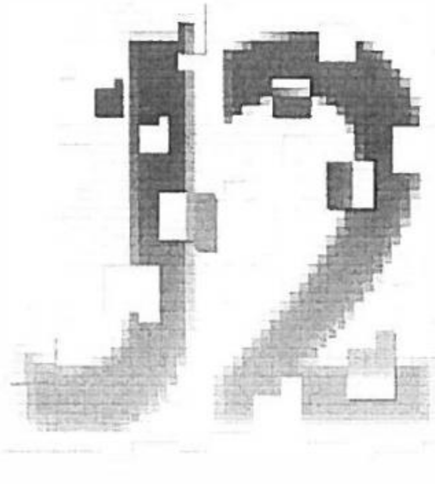
Note: This information is adapted from the introduction of the DIA Strategic Plan 2007-2012, to be released this winter.

J2 Gets REORGANIZED

By the Directorate for Intelligence, J2

It has been a few months since the Directorate for Intelligence (J2) underwent major restructuring that changed how the division serves its customers and interacts with offices across DIA. The process, which began last year, completes the transition to a new and more streamlined J2.

By design, senior customers — such as DIA, the Office of the Secretary of Defense, and the Director of National Intelligence — who rely on J2 for staff and analysis functions, should see little change in the service and products they receive day to day. While the reorganization should be transparent to customers, internally, the realignment of J2 personnel and missions reduces redundancy and integrates support for offices throughout the Department of Defense (DOD).



This transformation is a change in name, attitude and culture, and J2 now has an organization specifically set-up according to their functions. Some familiar deputy directorates' symbols, such as J2J, J2M, J2O, J2P and J2R, received new names to accurately reflect the new distribution of J2 functions.

The most significant outcome — in addition to functionality of J2 — was the transfer of approximately 60 J2 billets to the Defense Joint Intelligence Operations Center (DJIOC), a central element of the broader DOD transformation strategy. DJIOC synchronizes military and national intelligence operations and capabilities for combatant commanders. A combined intelligence-operations organization is a more appropriate venue to manage intelligence support to commanders. DJIOC is the catalyst to put things where they belong and coordinate all of our activities as one team.

Another major change is the division of the Deputy Directorate for Crisis Management (J2M) into two offices, Executive Support (J2E) and National Military Command Center Support (J2N). J2N now serves as the center for crisis management, combining the Joint Staff Response Cell with the Continuity of Operations Plan. In addition, the National Military Joint Intelligence Center Alert Center is now the National Military Command Center (NMCC) Alert Center. In an effort to further improve integration in both the operations and intelligence channels, we are also breaking down barriers in NMCC between the deputy director of intelligence and the deputy

director of operations to facilitate constant interaction.

J2E absorbs J2M's traditional role as the primary intelligence producer for the chairman and Joint Staff, through production and dissemination of the daily briefing and Executive Highlights. J2E also re-establishes the former Executive Support Office, which last year moved to the larger Deputy Directorate for Joint Staff Support (J2J), to organize all senior staff liaison functions under the same heading. In addition, J2 leadership will be the final point of contact for analytical products for all senior customers. DOD seniors will receive products tailored to their style preferences and interest areas, but will have a single gateway through which they receive input and task requirements. The addition of a military secretariat under J2 headquarters will help facilitate this objective. Production elements and staff officers in direct support of customers will work side by side to broaden our support and reduce single points of failure. Smaller changes will affect other J2 divisions. The new Deputy Directorate for Joint Staff Support (J2S) will be comprised of the former J2J, without the Executive Support Office element, and will assume plans and policy, Navy special projects and force planning and readiness from the Deputy Directorate for Crisis Operations (J2O) functions. The deputy directorates for Targeting (J2T) and Administration (J2A) remain essentially unchanged.

With the ultimate goal of one team, one fight, we are breaking down the traditional barriers and changing the way we think and operate.

ISR Enterprise ENHANCED Through INTEGRATION

By Scott A. Mlynarczyk, DT

To complement the Joint Functional Component Command for Intelligence, Surveillance and Reconnaissance (JFCC-ISR), the Directorate for MASINT and Technical Collection's Office for Collection Management (DTC) moved its Defense Collection Coordination Center (DCCC) and subcomponent, the MASINT Operations Coordination Center, on Sept. 11 from the Pentagon to the DIAC, creating a combined watch center that integrates ISR operations and collection management. This culminated an organizational integration that began six months earlier, when several branches of DTC collocated with JFCC-ISR.

Mandate and Objectives

The collocation of DTC and JFCC-ISR was designed to more effectively integrate the ISR enterprise — a principal mandate of the Unified Command Plan 2002, Change 2. It also completes a specific objective of the commander of the U.S. Strategic Command (STRATCOM), who delegated authority to the director of DIA, LTG Michael Maples, as the commander of JFCC-ISR. As commander, Maples plans, develops and integrates national, theater and allied ISR capabilities in support of the combatant commanders. This new enterprise is intended to facilitate collaboration of the collection subsets of requirements management and operations in an effort to optimize the Department of Defense's (DOD's) overall collection capability.

This agreement was also designed to not only preserve, but to enhance, collection support to the National Military Command Center (NMCC). To ensure optimum support, an extensive effort has been made to create a virtual system interface that will allow for effective situational awareness and real-time collection support to the Directorate for Intelligence (J2). The virtual system includes Tandberg video phones, secure chat channels, and JWICS and SIPRNet e-mail. In addition to the traditional support provided by the DCCC senior collection officer, JFCC-ISR's Operations Center team will provide real-time theater airborne mission data, which will serve to keep the entire NMCC current on worldwide reconnaissance activity.

Structure

In addition to its headquarters and watch operations elements, DTC maintains its regional focus supporting the unified commands, the Joint Intelligence Task Force for Combating Terrorism (JITF-CT) and the Defense Joint Intelligence Operations Center's (DJIOC) intelligence campaign planning efforts. Simultaneously, they will be collaborating with analogous JFCC-ISR teams to facilitate mission assurance, exercise support, global force management and asset allocation. DTC collection officers will work closely with DJIOC and our intelligence community partners. While most of DTC has moved to the DIAC, the DTC Pentagon Forward Element (PFE), located in the NMCC, will serve as a conduit for DIAC-based ISR collection support to the Joint Staff, J2 and the Directorate for Analysis (DI) Pentagon elements. In addition to a staff of collection requirements managers, a reconnaissance officer and a national reconnaissance officer liaison representative are also assigned to PFE.

JFCC-ISR and DTC Support to DJIOC

To create an environment conducive to horizontal integration, JFCC-ISR and the majority of DTC elements are collocated with DJIOC on the 6th Floor of the DIAC. This proximity and the closer integration of DTC with the Office for Strategy and Plans (DTS) will enhance overall defense intelligence collection and analytical efforts while improving information flow across the broader JIOC, defense intelligence enterprises and with customers, mission partners and decision-makers.

IC Partnership

Critical to mission success for JFCC-ISR is not only the collection of DTC elements, but also the participation of other DOD and national organizations. Representatives from the National Security Agency; National Geospatial-Intelligence Agency; National Reconnaissance Office; the departments of the Army, Air Force and Navy; and the Office of the Director of National Intelligence (ODNI) work with DJIOC and JFCC-ISR. ODNI brings a particularly powerful piece to the ISR equation. Working with DJIOC and command JIOCs, the ODNI representative ensures that interagency and national-level capabilities and priorities and plans are integrated and leveraged into defense intelligence collection operations. This creates a win-win environment for both national and defense customers. ODNI also serves as the lead conduit for participation of other interagency organizations, such as CIA, FBI and the departments of State and Homeland Security.

Accomplishments

By combining the expertise of DTC and JFCC-ISR, and pursuing a centralized approach to collection requirements and operations, improvements in ISR support to operational forces and decision-

makers have been immediately visible. The combined watch effort of DCCC and JFCC-ISR is providing real-time ISR collection and operational support, as well as situational awareness to command and national-level watch centers. This was particularly evident during the recent North Korea Taepo Dong missile launch events and the Hezbollah-Israeli crisis. Substantial progress is also being recognized in a series of activities including the theater ISR asset allocation and the Sensitive Reconnaissance Operations Book processes, integration with other STRATCOM joint functional component commands, and the optimization of national systems support. Overall, the objectives prescribed in the secretary of defense's Unified Command Plan specifying STRATCOM's mission with respect to improved ISR planning and management are well on their way to being accomplished through the new construct of the JFCC-ISR and DTC partnership.

For more information, please visit the DTC/DCCC Web site on JWICS at *http://dt.dia.ic.gov/DTC/default.htm*.

STREAMLINING DIA Deployments

By Cornelius F. Bennett, DA

October marked a change for DIA's deployment procedures in support of the Global War on Terrorism. The agency has made a concerted effort to streamline DIA deployments. Prior to restructuring the deployment process, the agency was dependent upon external sources for predeployment training and equipment support. However, streamlining the deployment process permits the agency to become less dependent on external sources and creates quality processes and standards for all phases of deployment. What does this mean for DIA and our deploying work force?

This new process allows the agency to become self-sufficient in the execution of deployments in support of our global missions. One success realized immediately was withdrawal from the Army's Continental United States (CONUS) Replacement Center (CRC), which was a major provider of deployment training and equipment support to the agency's deploying personnel. CRC provided an excellent service to the agency; however, the centers were located outside of the National Capital Region (NCR) and training was not easily tailored to the specific requirements of DIA deployees. The creation of a "one stop" DIA Deployments Center (DDC) at the DIA Logistics Operations Center (DLOC) was primary to the decision to withdraw from CRC.

The DDC's Central Issue Facility is the sole distributor of equipment required in support of deployments. Additionally, DDC has expanded its training program to include an on-site Combat Medic Training Course. The addition of the combat medic course to our Basic Tactical Military Familiarization Course provides a more comprehensive classroom

training capability. Individual Protective Measures Training (IPMT), which many directorates provided separately, is now a standard requirement for all deployees across all directorates. IPMT provides 45 hours of training consisting of defensive driving techniques and weapons familiarization and qualification.

The new process ensures all deployees meet a minimum training standard. Additionally, the efficiency and convenience of issuing equipment from one location results in improved customer service. There will also be a medical processing area and a satellite travel office located at the DLOC. Processes for deployment, sustainment — pay, emergency leave, awards, etc — and re-deployment have been standardized and improved.

This means all agency personnel, regardless of the directorate or special office they work in, will process through the DDC and utilize the one-stop deployment center. Equipment will be centrally located, resulting in efficient processes and improved property accountability. This is a success for the agency in terms of manpower, costs and improved customer service to the entire work force. Streamlining deployments is ongoing and we have more work to do. In keeping with the director's priorities, we will continue to execute our plans to simplify and improve our deployment processes for the work force and entire agency.

DIA's FE:

ENABLING Defense Intelligence

By Roger C. Glickson, FE

Shortly after arriving a year ago, LTG Michael Maples, director of DIA, spoke at the General Defense Intelligence Program (GDIP) Winter Conference — sponsored by DIA's Office of the Chief Financial Executive (FE) — to representatives from DIA and the military service and combatant command intelligence activities. Maples noted that we are a nation at war and that those assembled often unique capabilities to our operators to provide them with the intelligence resources necessary to achieve national priorities. He also challenged those in attendance to posture for the future by continuing to ensure that the right intelligence capabilities were available to sustain the nation's long-term commitments around the world.

Maples' priorities for meeting these challenges fell into three dimensions, human, doctrinal and cultural, which would leverage the full range of defense intelligence capabilities available to achieve the National Intelligence Strategy's (NIS's) mission and enterprise objectives.

During the past year, FE has supported these priorities by providing accurate and timely resource management and analysis to enable defense intelligence leadership to make world-class investment decisions; exercising ethical and effective stewardship of defense intelligence resources; and engaging the total military force, both active and reserve, in support of intelligence missions. In addition, FE has worked with its mission partners across DIA and the military service and combatant command intelligence activities to ensure that the resources were in place to make considerable

progress toward achieving these priorities. However, providing resources alone is insufficient; true success depends on the application of these resources to mission accomplishment. Recent successes across the defense intelligence enterprise enabled by FE activities include:

- **All-Source Analysis Training:** Developing analytic competency standards to provide the basis for analytic training and professional development.
- **Information Backbone:** Implementing an integrated enterprise architecture to rapidly disseminate intelligence and communications and to ensure the availability of intelligence applications, data, infrastructure service and data survivability.
- **Combined Theater, Analyst Vetted, Relational Structured Database:** Helping track, capture, or kill several Iraqi insurgents by providing near-real-time terrorist link and nodal analysis.
- **Cultural Intelligence:** The Marine Corps intelligence activity has taken innovative steps to use culture as an effects-based tool to shape the battlefield and predict enemy intentions and reactions, saving lives and contributing to the accomplishment of operational objectives.
- **Global Maritime Intelligence Integration (GMII):** The National Maritime Intelligence Center/Office of Naval Intelligence increased emphasis of the GMII concept on all-source analysis of civil maritime issues in support of homeland security.

But defense intelligence cannot rest on past success. A rapidly changing global environment, as well as a complex array of threats, endangers our national security while increasingly capable state and non-state actors and terrorist elements threaten global stability. These threats will be exacerbated by the continued development and proliferation of weapons of mass destruction (WMD) and advanced conventional weapons. National and defense policymakers, planners and warfighters require faster, anticipatory and more integrated intelligence to respond to these threats.

FE will support the director's priorities for fiscal year 2007 and beyond to meet current and emerging challenges by ensuring the availability of defense intelligence resources to:

- Transform collection, technical and human, from reconnaissance to persistent surveillance by integrating human intelligence (HUMINT) with technical collection and expanding the HUMINT field structure to meet operational needs.
- Enhance irregular warfare, cultural intelligence and space intelligence analysis capabilities.
- Develop and field advanced technical collection capabilities that enhance collection against WMD and ballistic missiles and irregular warfare capabilities.
- Strengthen and secure supporting infrastructure to include the DoDIIS IT Way Ahead, which sustains the effort to transition to an enterprise information technology capability.
- Improve our ability to attract, train, retain and deploy the right people, to the right place, at the right time.

In addition, FE will enhance its stewardship of financial resources by supporting Maples' recent direction to conduct a baseline review of GDIP and DIA's Military Intelligence Program (MIP) activities for the fiscal year 2009 through 2013 program build. Maples expects this review to focus resources on the highest priorities, enhance corporate perspective and provide senior leadership with more options to fund new initiatives. To fund new initiatives associated with these areas of emphasis, GDIP and DIA's MIP will identify areas of de-emphasis and make hard decisions to assess where defense intelligence can assume risk.

Throughout this effort, FE remains committed to the concept of an enterprise approach, in which national and defense priorities trump organizational interests and equities and by investing in programs that leverage GDIP's unique ability to demonstrate results against these priorities.

DJIOC Status Report

By Jennifer D. Jordan, DJ

The mission of the Defense Joint Intelligence Operations Center (DJIOC) is to integrate and synchronize continuous, full-spectrum intelligence operations in support of the combatant commands. DJIOC physically came into being on April 3 and is located on the 6th Floor of the DIAC. Robert Adams, former acting deputy director of DJIOC, transitioned DIA's Office of Operations (OP) into DJIOC and developed its mission requirements, tested organizational concepts and determined staffing needs. The director of DIA, LTG Michael Maples, serves as the director of DJIOC.

In August, BG Theodore Nicholas II assumed the duties of deputy director of DJIOC. Nicholas joined DJIOC from U.S. Forces Korea and brought extensive intelligence experience and a fresh outlook based upon his background and previous combatant command assignments. Nicholas' major objectives for the upcoming year include:

- Establish of a world-class Global Intelligence Operations Center (GIOC).
- Develop of a Global Intelligence Common Operating Picture (COP).
- Establish, codify and execute intelligence campaign planning (ICP) processes with an emphasis on regional planning, synchronizing the national intelligence support plan and intelligence task list tracking.

In setting up a GIOC, DJIOC consolidated several existing DIA watch centers into a single watch operation. Originally called the Global Operations Center, GIOC is co-located with the Joint Functional Component Command-Intelligence, Surveillance and Reconnaissance (JFCC-ISR) Operations Center. This co-location facilitates interoperability, close and continuous coordination, and enhances communication at all levels. This year GIOC and JFCC-ISR operations centers will merge into a single entity with common floor space and shared technology. This will improve command, control and communications; enhance existing interoperability and information sharing; facilitate effective 24/7 situational awareness; and provide a major step forward in the establishment and maintenance of a common operating picture for the defense intelligence community (IC).

The establishment of DJIOC as an intelligence plans and operations entity may be seen as an introduction of a potential new era in the IC. Drawing on the notion that intelligence results from collection, based upon collection plans, the organization is focused on coordinating, facilitating and collaborating in the planning of intelligence collection operations that provide the common operational picture, upon which strategic and tactical operations may be planned and executed.

DJIOC will achieve this feat in part through a partnership with DIAs' Directorate for Information Management and Chief Information Officer (DS) and the technological integration of a network-enabled "system of systems" across the defense and combatant command intelligence operations centers enterprise. This endeavor will also be aided by collaborative and interactive relationships with the Office of the Director of National Intelligence (ODNI), combat support agencies, the IC and the integration of coalition members. Additionally, DJIOC will include a "red team" capability to analyze plans and analytical findings from an adversary's perspective in order to reduce the likelihood of strategic error and provide greater efficiency in satisfying intelligence needs.

Since its inception in April, DJIOC has actively pursued mission success engaging in emerging issues in defense intelligence. DJIOC is making strides in the areas of ICP and exercises. There is also an emphasis on the effective development of issue-based and crisis planning. The DJIOC Plans Division is revolutionizing the concept of planning through "forward leaning on campaign plans that will ultimately transform the way the defense IC supports both the combatant command and strategic decision-makers" according to LTC Jaime Chanez, lead planner in DJIOC.

One of the primary missions of DJIOC is to serve as a focal point for the integration and synchronization of intelligence operations in response to national and defense requirements. An opportunity to assess DJIOC's capabilities was provided earlier this year in the form of the North Korean missile launches. DJIOC led an unprecedented, coordinated defense intelligence response to the events. At senior levels, DJIOC coordinated intelligence and collection for the combatant commands among more than 20 organizations throughout the IC and the Department of Defense. As a result, the entire IC was exceptionally well positioned and provided outstanding support to the combatant commands and U.S. government leaders.

Finally, Aug. 15 through 17 DJIOC conducted the first Global JIOC Enterprise Symposium. The event was co-hosted by Maples and LTG William Boykin, deputy undersecretary of defense for intelligence and warfighting support, and included participants from across the defense IC, ODNI, the under secretary of defense for intelligence, the combat support agencies and JIOC representatives from each of the combatant commands.

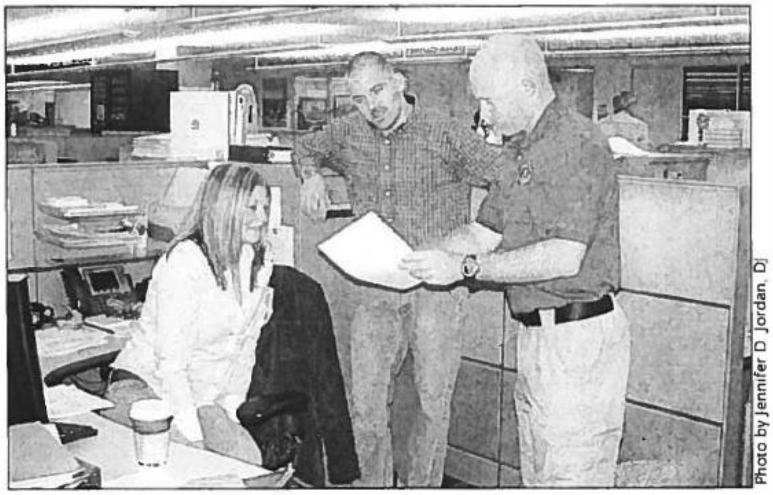
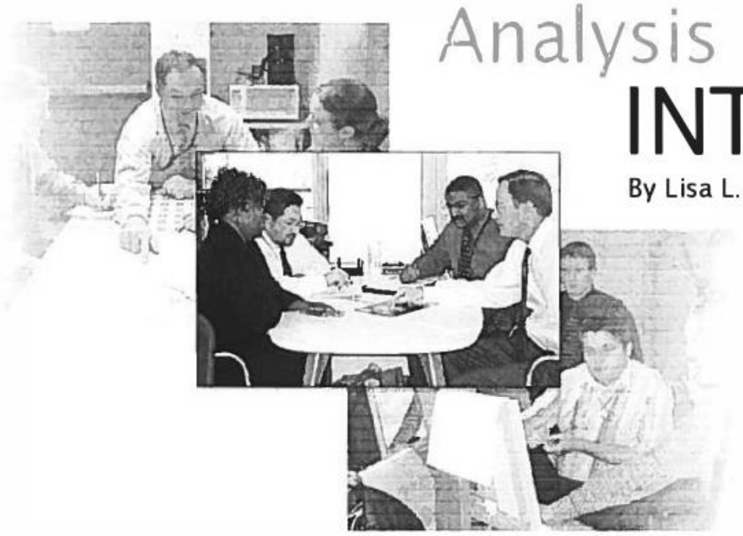


Photo by Jennifer D Jordan, DJ

P01 Stephanie Allen, Paul Sheetz and PO1 Kris Zschirnt discuss support to the combatant commands.

The symposium provided a highly-effective forum for establishing a common understanding of JIOC concepts, roles and missions, and helped in determining the way-ahead for the JIOC enterprise. The next JIOC symposium is anticipated to be held in early 2007.

In the coming months, DJIOC will continue to develop an organization that will ensure the successful integration of defense intelligence operations and help reshape the defense IC of the 21st century.



Analysis and Collection INTEGRATE!

By Lisa L. Morgan, ADD

With the opening of the DIAC expansion a year ago, came the opportunity to integrate analysis and collection. For the first time since DIA's inception, analysts and collectors are working side by side under the same roof.

In conjunction with the National Intelligence Strategy and backed with the director's support to "Rebalance, integrate and optimize collection capabilities to meet current and future customer and analytic priorities," the Associate Deputy Director's Office (ADD) conducted a work force integration survey last year to poll analysts and collectors on their views of integration. Of the analysts and collectors that responded, the majority stated that "quality of information is the leading integration benefit" and felt that the co-location, or embedding of collectors with analysts, was more effective than virtual integration.

With survey results in hand, ADD put together a working group among the directorates of Analysis (DI), MASINT and Technical Collection (DT), and Human Intelligence (DH), and the Directorate for Administration's Office of Counterintelligence and Security Activity (DAC), as well as the National Geospatial-Intelligence Agency, National Security Agency, and the Global Intelligence Operations Center within the Defense Joint Intelligence Operations Center (DJIOC) to assist the directorates in not only working together within the same building, but, where practical, to physically embed issue and collection managers within DI offices.

An excellent example of the success of this effort is DI's Underground Facilities Analysis Center (UFAC), which serves as a model for analyst-collector integration. DH has embedded nine issue managers and human intelligence targeting officers into UFAC, while DT has embedded 13 all-source collection managers and 39 measurement and signature intelligence officers within the Integrated Fusion Center working on sensor research and development. This merger has significantly enhanced UFAC's ability to detect, identify, characterize and assess for defeat, foreign underground facilities and there associated country programs worldwide, and has led to more robust and focused precision collection strategies.

Further integration efforts include the incorporation of DH targeting officers in the Joint Intelligence Task Force for Combating Terrorism (JITF-CT) and Counterproliferation and Technology Office (CPT); the Office for Counterintelligence (DAC-1) personnel have been imbedded in DH; NGA analysts have been positioned in many offices within DIA; and an NSA referent has been integrated within DI. DT has also embedded several all-source collection managers within CPT, Counter-Narcotics Trafficking Office (CNT), Military Infrastructure Office (MIO), Joint Warfare Support Office (JWS), Reginal Assessments Office (RAO), JITF-CT and DAC and is negotiating additional integration efforts with other DI offices. A plan to integrate DI, DT and DH personnel in DJIOC is on-going.

While not every DI office has had the opportunity to embed DH or DT personnel, the directorates continue to work together to foster better relationships among analysts and collectors and to be forward-thinking on ways to improve collaboration. With the continued development of innovative capabilities and approaches, DIA's analysis and production will continue to be the best all-source intelligence in the community.

Crossing Boundaries: BUILDING NETWORKS for Change

By Adrian "Zeke" Wolfberg, CS

In May, LTG Michael Maples, director of DIA, initiated Crossing Boundaries to create an organization-wide venue that facilitates solving complex issues facing defense intelligence. Crossing Boundaries allows the agency to enhance operations by bringing together the ideas, capabilities and energy from individuals across the agency. Professionals throughout DIA bring multiple perspectives together to develop alternatives and potential solutions in real time. In the first six months of the program, DIA employees proposed more than 50 new ideas through Crossing Boundaries sessions, e-mails, Web submissions and visits with volunteers.

"Lieutenant General Maples cares about the voices of individuals across the agency and he wants to hear them," says Deputy Director Letitia "Tish" Long. "I think the value of Crossing Boundaries is in the way it allows people to come together from across the agency to help improve it."

By forming new networks of employees that collaborate to solve cross-directorate challenges, Crossing Boundaries is generating real change in DIA. Idea submitters are utilizing the knowledge and skills of other employees and the active cooperation of senior leaders to address ways to improve the operational effectiveness of the agency.

Crossing Boundaries is still young and new processes, policies and other changes take time — but they are happening. As the following examples demonstrate, the newly created networks cross boundaries between components of DIA, between DIA and other agencies, and between different levels of the DIA hierarchy. These connections have been crucial to the success of Crossing Boundaries so far, and their effect on the agency will grow as Crossing Boundaries continues.

Between Directorates: Lora Conk, Directorate for Analysis (DI), proposed

automating updates of organizational directories, so that employee information, including their roles and positions, would remain as current as possible. Crossing Boundaries representatives worked with Conk on her idea and put her in contact with representatives in the Directorate for Information Management and Chief Information Officer (DS) who are now reviewing potential tools to help her achieve her goal. Likewise, Donna Conti, DI, wanted to streamline time and attendance and is working toward accomplishing her idea with the cooperation of the Directorate for Human Capital (HC), the Office of the Chief Financial Executive(FE) and Lean Six Sigma.

Between Agencies: In the course of finding a solution to her time and attendance idea, Conti has leveraged the knowledge and experience of her intelligence community (IC) colleagues at the National Security Agency. Similarly, Brooke Zuber's, Directorate for MASINT and Technical Collection (DT), submission regarding agency support of employee education and training has generated interest by the Office of the Director of National Intelligence regarding ways they can add to this effort. Not only have other organizations played a positive role in Crossing Boundaries efforts, but some IC partners are seeing it as a model program to leverage on their own home turf.

Between Levels: Though no one suggests that "rank" in an organization like DIA is obsolete or of no value, one of its negative effects is the inhibition of collaboration and creativity among individuals who operate at different "ranks" or levels. This program has encouraged individuals to propose their ideas in an open and free discussion in front of Maples, other DIA high-level leaders and their peers. For example, Lorenzo Winfrey, a new hire in DS, submitted an idea based upon his own experience, which aims to ease some of the financial burdens new hires may face, in association with household good shipments.

Through Crossing Boundaries, Maples has begun building a network of empowered employees that "make change happen" and contribute to improved operations. More Crossing Boundaries ideas will soon come to fruition. Think about it — real changes that improve DIA's operational effectiveness, driven by DIA employees at every level.

Thank you to all the individuals who have taken the initiative to submit their ideas to Crossing Boundaries:

Bill M. Barber, DI
Niya C. Bass, DI
Drew T. Bewick, HM
Catherine P. Beyer, DI
Robert T. Cardillo, DI
Christina M. Carillo, J2
Barbara R. Cather, DS
SSG Cory Coleman, J2
Lora J. Conk, DI
Donna J. Conti DI
Juanita M. Galbreath, FE
Kenneth R. Gerhart, CP
Andrew L. Giacomini, FE
Danny L. Green, DI
Deborah D. Harris, HC
Steven R. Hunter, DI
Benjamin T. Kasof, CS
Earl Knapp, DS
Randolphe P. Lewis, J2
Lorrie L. Luke, DA
Chester R. Maternick, DI
COL Scott G. Messinger, DI
Steven J. Mielnicki, DS
Katherine E. Mooney, FE
Paul A. Murad, DI
CAPT Valerie A. Ormond, DI
David Pan, DT
LTC Shawn M. Pine, DH
Presley R. Reeves, J2
LTC Gib S. Rigg, DI
Sandra A. Salvatori, DI
LtCol Andrew J. Schlachter, FE
COL Jerome V. Spears, DI
Jack M. Spillman, DH
Capt Sharon E. Spoon, DA
Maj Steven D. Stanley, DI
Anya M. Steward, DS
Nancy D. Swartout, DH
Deborah J. Temple, DI
COL Roger M. Thompson, DJ
Vinele D. Timmons, HC
Irving M. Townsend, DS
Gregg W. Updike, DT
Paul H. Vivian, DI
Debra E. Williams, DI
Stacy L. Williamson, DT
Lorenzo Winfrey, DS
Adrian "Zeke" Wolfberg, CS
Brooke J. Zuber, DT

Keeping DIA SAFE and SOUND:

The DIA Counterintelligence and Security Activity Antiterrorism Program

By the Office of Counterintelligence and Security Activity, DA

Sept. 11 was the five-year anniversary of the terrorist attacks resulting in the loss of more than 3,000 lives, including seven DIA employees. Since that unforgettable morning, the Directorate for Administration's Counterintelligence and Security Activity (DAC) has aggressively transformed the DIA Antiterrorism (AT) Program in a proactive, collective effort dedicated to reducing risk to agency personnel against terrorism worldwide.

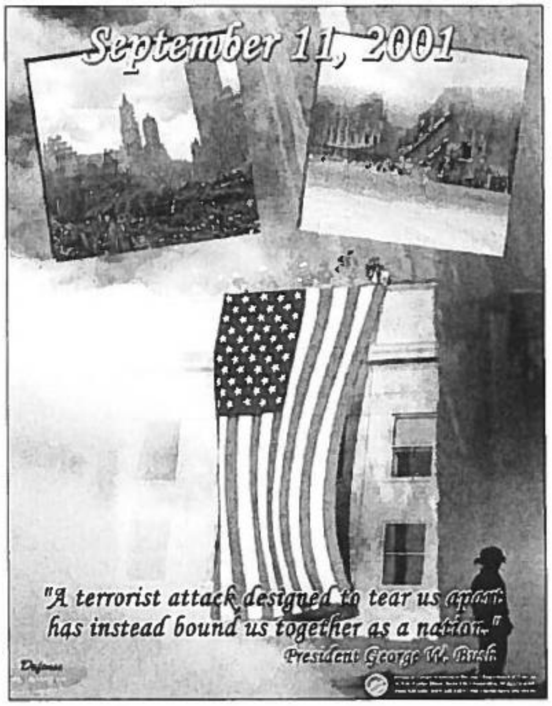
"Ensuring a safe, secure operational environment through dedication and innovation"

At the headquarters level, DAC AT staff and personnel refined the agency AT Program through the establishment of new policies and guidelines. This transformation resulted in a collaborative AT program that addresses force protection needs of DIA headquarters personnel and facilities, as well as those individuals performing duties in remote locations and high threat environments. Moreover, DAC continues to develop innovative AT tools for agency personnel at all levels.

In July 2005, DAC fostered and published DIA Issuance 2000.003, "DIA Antiterrorism Program," which officially established the agency AT Program, assigned responsibilities and prescribed 26 comprehensive program implementation standards. These standards address the full range of AT fundamentals and serve as the foundation for successful execution of the agency's force protection responsibilities. One of the significant program enhancements is the assignment of facility AT officers (FATOs) in each designated DIA facility. FATOs will serve as the on-site authority for the development of facility AT plans and implementation of force protection condition measures in coordination with local authorities. This locally engaged staff involvement will ensure each major DIA facility has an indigenous, comprehensive, coordinated process for managing all potentially threatening contingencies and facilitating continuity of critical operations.

To improve AT training and awareness methodology, DAC established a goal to ensure every DIA employee — regardless of duty assignment or location — receives formal AT training as part of a

standardized initial indoctrination program. Thereafter, annual refresher training can be conducted via computer-based training via Department of Defense (DOD) and DIA AT Web sites on both SIPRNet and unclassified internet portals. These programs will be advertised via periodic DIA News announcements, located on the DIA Internal Communications Web site.


September 11, 2001
"A terrorist attack designed to tear us apart has instead bound us together as a nation."
President George W. Bush
Defense

DAC also developed a number of useful tools for enhancing AT awareness and improving the security posture of agency personnel. One new tool integrates the DIA AT Program into the DOD Antiterrorism Enterprise Portal (ATEP). ATEP was established by the Joint Staff to provide a "one-stop shop" for related data, analysis, tools, information and policy. Each combatant command and DOD agency is thus able to maintain a community of interest on ATEP. On DIA's ATEP site, you may find terrorist threat levels, security announcements, AT-links, policy and facility specific information such as evacuation plans, shelter-in-place guidelines, threat information and vulnerability assessment reports. To access DIA's ATEP community, establish an ATEP account at *www.atep.smil.mil*. Once you have an ATEP account, login and request permission to join the DIA ATEP community through the DAC ATEP community manager.

Additionally, the DAC AT Program staff established the capability to identify and track vulnerabilities of DIA headquarters and field activity vulnerabilities through the DOD Core Vulnerabilities Assessment Management Program (CVAMP). CVAMP provides an automated, Web-based means to identify, track and manage AT vulnerabilities throughout the chain of command and integrates them into a DOD-managed database where funding decisions are prioritized based upon the calculated risk management principles. Through CVAMP, DIA headquarters AT staff and FATOs can determine current threats to their facilities, determine criticality and track identified vulnerabilities. Once countermeasure recommendations are prepared, DIA may submit requests through the appropriate combatant command higher headquarters for funding determination — eliminating or mitigating the vulnerability. The DIA AT Program staff will host a two-day CVAMP training course for all newly appointed FATOs in December.

As the methodologies used by today's terrorists become bolder and more imaginative, the men and women of DAC break down the paradigm of traditional AT measures by using innovative approaches to enhance DIA personnel security around the globe. Whether the requirement is for on-site force protection risk assessments, defensive measures training, or collaboration with DOD counterparts on AT policy, DAC stands ready to facilitate the director's strategic initiative to ensure a safe, secure operational environment for the collection, analysis and production of defense intelligence.

FORMATION of the JIOC Enterprise

By Sharon A. Houy and Barbara Estock Mays, CE

Recently there have been considerable calls for transformation of defense intelligence. Findings of the 9/11 Commission Report, legislation creating the Office of the Director of National Intelligence (ODNI), the Department of Defense's (DOD's) remodeling defense intelligence initiative and the Joint Intelligence Operations Centers (JIOCs) Execute Order all call for a defense intelligence enterprise that changes the traditional intelligence approaches that emphasized single-discipline approaches — e.g., imagery intelligence, human intelligence and signals intelligence — at the expense of unity of effort.

As part of this transformational effort, the ODNI and the Under Secretary of Defense for Intelligence USD(I) issued a Decision Directive 338-C3, which realigned the combatant commands General Defense Intelligence Program (GDIP) resources into DIA beginning Oct. 1. The DNI/DOD Decision Directive 338-C3 repositioned the resources associated with the Joint Intelligence Centers (JICs) and the Joint Analysis Center (JAC) from the GDIP to a "DIA account" in the newly formed Military Intelligence Program (MIP). This is one of the largest transformations DIA has undergone, giving it a larger global footprint and responsibilities to oversee the resources of the nine combatant commands. DIA is now faced with one of the greatest changes in the way it conducts business — moving DIA toward strategic enterprise management, allowing a more effective way to provide world-class intelligence to the defense community.

Photo by Andy M. Ramotnik, CE

Sharon Houy, associate deputy director of DIA (left), and Letitia "Tish" Long, deputy director of DIA, (right), recognize Barbara Estock Mays, FE, for her work on the JMIS Report.

After the ODNI/USD(I) decision was made, DIA was tasked to present implementation options to USD(I); this study is known as the JIC/JAC MIP Implementation Study, or JMIS. While the Associate Deputy Director (ADD) conducted the study, interim decisions for fiscal year 2007 were agreed upon to allow uninterrupted intelligence support to the commands while the administrative, financial and human capital support details were worked out.

JMIS, completed and published Aug. 1, was not a DIA-beltway centric study. DIA's leadership and subject matter experts from each directorate formed

teams and visited each command to hear their concerns, talk to the work force and collect data. Primarily, the command's Directorate for Intelligence (J2) leadership was concerned about maintaining command and control of personnel; avoiding having employees of two citizenships, service and DIA, sitting side-by-side; protecting MIP monies from service or command taxes; and identifying resources that support J2 that fall outside the transfer. While DIA developed several options for consideration, the commands themselves played a critical role in creating the option recommended by the Joint Staff — the JIOC Enterprise Model. Aug. 8, Dr. Stephen Cambone, USD(I), endorsed this enterprise solution, in which DIA is currently pursuing funding.

At this point, the funding process is the most difficult. Under the JIOC Enterprise Model, DIA will assume many support responsibilities previously accomplished by the services, most costly of these is human capital. There are many benefits DIA employees enjoy that are not as prevalent at the command intelligence organizations. Foreign language proficiency pay and overseas pay is the most obvious, and expensive, of these advantages. In addition, DIA, like the services, has its own separate financial management, logistics and human capital support systems, which must be exported to the 10 different four-star commands, Central, European, Joint Forces, Northern, Pacific, Special Operations, Southern, Strategic and Transportation Commands and U.S. Forces Korea. DIA must obtain, through MIP, additional funds to bring this JIOC Enterprise solution to fruition.

While we work the programmatic actions, there are numerous other considerations. In order to assure unity of command and the combatant commanders' authorities, this transfer must be properly recorded in several DOD documents. One notable example is the Forces for Unified Commands Memorandum, which sources combatant command requirements from the entire joint force. The JMIS Implementation Team, augmented by specialists from the Office of the General Counsel (GC), Office of the Chief Financial Executive (FE) and Directorate for Human Capital (HC), are meeting with members of the Joint Staff and USD(I) to ensure the ODNI/USD(I) decision directive is properly accounted for and the JICs/JAC/JIOCs remain assigned in this document. This action is precedent-setting, as it is the first time a defense agency will be a force provider to the combatant commands. It will also solve some difficult implementation issues, such as ensuring the same fill rate and joint duty accreditation previously enjoyed by the command J2 staffs.

There remains considerable work to be done. Most important is the establishment of goals and objectives that will allow DIA to build the Defense Intelligence Enterprise that grows an interoperable analytic work force, with access to common training, tools and data. In conjunction with the Defense Intelligence Analysis Program, this will bring greater strength to DIA and common analytical capabilities.

The JMIS transition team continues to work with all of DIA and the command J2 staffs to develop a detailed implementation plan for fiscal year 2007 through 2009. As additional decisions are made regarding the JICs/JAC MIP Implementation and the Defense Intelligence Enterprise, we will keep the DIA work force, both here in DC and globally, informed through this medium. The JMIS information Web site is *http://diacsps01.dia.ic.gov/JMIS/Default.htm*.

Interview with Lieutenant General Michael D. Maples, USA, DIA Director

By Communiqué Staff, CP

The Communiqué staff sat down with LTG Maples as a follow up to his November 2005 interview. We discussed his assessment of DIA one year later, as well as goals for the future.

COMMUNIQUÉ: *During your first Communiqué interview, you stated, "I've always felt that you need to get a good assessment of an organization before you try moving it someplace." Now that we are at the one-year mark, what is your assessment of DIA?*

LTG MAPLES: The strength of this organization is the people. If there is one thing that I have been impressed with every single day, time and time again, it is the motivation of the work force to make a difference — within DIA, the intelligence community, the armed forces and, most importantly, the nation. There is this sense of service and commitment that exists within the work force that is absolutely incredible. It is a powerful attribute of this agency.

The real measure of our organization is, are we making a difference with the intelligence that we produce. In my mind, the answer is yes. I will start with Iraq. Our analysts have been on the leading edge of understanding what is happening there and they continue to provide those assessments to our commanders, senior leaders and members of Congress. Our collectors are also focused on Iraq and they have come up with some innovative ways to understand the threat and gather intelligence on that threat. Our counterterrorism analysts and the capabilities they provide have been instrumental in the ability to go after al-Qaida in Iraq.

In Afghanistan, our analysts saw — probably before others did — the resurgence of the Taliban and they were able to understand and present that information. I look at the crisis in Lebanon, Israel and Levant and what our collectors and attachés on the ground were able to report to the national

> **"If there is one thing that I have been impressed with every single day, time and time again, it is the motivation of the work force to make a difference ... "**

leadership. I applaud our analysts who took that information from our collectors and then packaged it for the Presidents' Daily Brief.

Our analysts at the Missile and Space Intelligence Center played a critical role in understanding and managing collection resources against the North Korean missile launches. The Defense Joint Intelligence Operations Center (DJIOC) was also incredibly powerful in integrating the intelligence community during the North Korean missile crisis. This single event empowered DJIOC and demonstrated what collaboration really means.

Over the last year, the Armed Forces Medical Intelligence Center was on the forefront of the avian flu issue, providing timely information through its Web page, workshops and briefings.

> **"One issue that is high on my list is taking on all of the policies, processes and procedures that impede our ability to do our job."**

June 2, LTG Maples and Jim Manzelman escort Senator Warner during his visit to the DIAC.

Photo by Murray C. Milton, DIA

I look at the output of the organization, what we have achieved, and I have to say this agency really did make a difference in the last year.

COMMUNIQUÉ: *What's in store for year two?*

LTG MAPLES: We have begun to accomplish the objectives that I set for last year, but we are not at our full potential. We have established DJIOC, but we aren't going to reach full operational capability until late 2007. Over the course of this next year, DJIOC is going to grow significantly.

The Joint Functional Component Command for Intelligence, Surveillance and Reconnaissance (JFCC-ISR) has started to fully develop — the impact of the organization is being felt across the combatant commands right now. The demonstrations that we are conducting are changing the mindset and culture of how we employee ISR globally. I see that growing in significance and importance, enabling us to be more effective in the application of our ISR resources.

The management of our intelligence capabilities is another important area. DIA has been given greater responsibility to manage for the defense intelligence enterprise — DoDIIS, JIOC, defense intelligence personnel, Defense Intelligence Analysis Program and defense human intelligence. We've got to grow our ability to manage the enterprise and have the structures and capabilities that

allow us to do that. I'm pleased with how the various initiatives are merging into this enterprise approach we are trying to achieve. We are moving in the right direction but we are nowhere near the end state yet.

One issue that is high on my list is taking on all of the policies, processes and procedures that impede our ability to do our job. We still operate using methods and policies that were written for a different era. We need to develop new approaches that will allow us to operate efficiently today and in the future.

I think we have accomplished a great deal in working with the director of national intelligence and his staff, integrating and supporting their efforts. I support all of the mission and enterprise objectives of the National Intelligence Strategy and I have a personal contract with Ambassador Negroponte to help him be successful in the accomplishment of those objectives. We have strategies associated with every one of those objectives and they are consistent with what we are trying to do in the Department of Defense.

That said, we're having to deal now with the hard issues that are a part of the implementation — whether it is joint duty, roles and missions, or policies and procedures. All of those things are challenges, but the good news is that we are trying to work cooperatively in order to come up with the right solutions that will enable the integration of the intelligence community and the integration of defense intelligence.

I have also asked for a greater focus on our ability to bring quality individuals into the work force. Our employees have done a tremendous job in this area, but I want to accelerate the process. There are, however, some impediments to doing that, one of which is security clearances. My goal is to make this portion of the hiring process more efficient.

There are other areas of concern that I plan to address. The one I hear about most often is parking. Jim Manzelmann, deputy director for administration, is taking this issue on as a priority and together we are going to figure out how we can improve parking for the agency this next year. I have also asked for official answers to some the questions being asked about the anthrax shots.

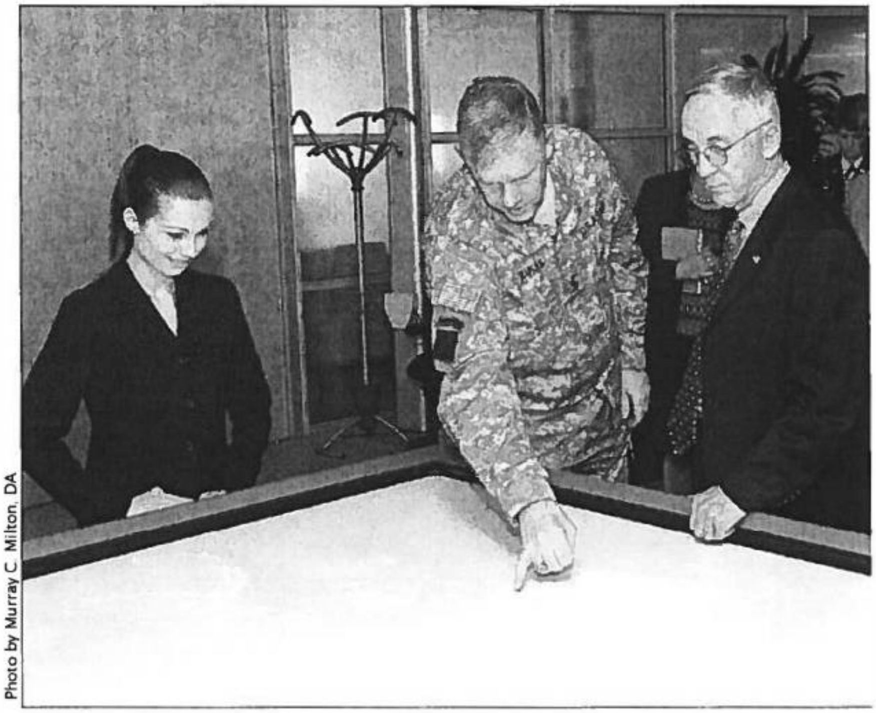


Photo by Murray C. Milton, DA

LTG Maples showcased the various tools used in performing DIA's mission to Deputy Secretary of Defense Gordon England on July 11.

Fiscal year 2007 will be harder. Because of our successes in 2006, there is going to be a greater demand for capability and services from DIA and the defense intelligence enterprise. More people will look to our agency for support. That is what happens when you have a talented work force that produces — it's a byproduct of being good. At the same time, we're dealing with a more complex world — Iraq, Afghanistan, Syria, Iran, North Korea, China. We have to continue to engage fully in this Global War on Terrorism. This next year, we will have a greater challenge and a greater opportunity to serve the nation well.

Interview with the Deputy Commander, JFCC-ISR

By Communiqué Staff, CP

Maj Gen Mark A. Welsh III was appointed U.S. Strategic Command's (STRATCOM's) deputy commander, Joint Functional Component Command for Intelligence, Surveillance and Reconnaissance (JFCC-ISR) in June 2005. As deputy commander of JFCC-ISR, Welsh supports LTG Maples' role as the commander, JFCC-ISR. He is responsible for the day-to-day JFCC-ISR mission to plan, execute and integrate the employment of ISR assets, synchronizing the use of Department of Defense (DOD) ISR collection to satisfy national, departmental and combatant command requirements. Prior to assuming his current position, Welsh was director of Global Power Programs, Office of the Assistant Secretary of the Air Force for Acquisition.

The Communiqué staff spoke with Welsh about JFCC-ISR's mission and its impact on the combatant commands. Welsh also addressed JFCC-ISR's relationship with DIA, its first year's accomplishments and its goals for the upcoming year.

COMMUNIQUÉ: *For those who might not be familiar with JFCC-ISR, please explain the mission and the four divisions within it.*

MAJ GEN WELSH: The easiest way to think about JFCC-ISR is as STRATCOM's warfighting headquarters for ISR – it really is that simple. JFCC-ISR took over all the STRATCOM assigned ISR mission areas.

When STRATCOM was given the ISR mission for DOD, it included global ISR management and the key functions that go with that, which are planning the allocation of DOD ISR assets to the combatant commands, assessment of ISR operations and processes, and global ISR situational awareness. Those are the key tasks we work day to day.

JFCC-ISR is organized into four divisions: Operations, Plans and Strategy, Special Activities, and Assessments. Our Operations Division focuses on global situation awareness. It's where we have our 24/7 ISR Operations Center, and where we put together the tools that allow us to look at ISR operations around the world and the impacts if something goes wrong with the plan.

JFCC-ISR's Plans and Strategy Division focuses on our planning, integration and allocation work, which is the heart and soul of our day-to-day activity. Plans and Strategy may be helping a theater build an ISR annex into their intelligence

campaign plan, responding to a theater's request for more assets to conduct collection activity against a particular problem, and trying to figure out how to better integrate the combat support agency effort in support of a combatant command, or a combatant command effort for a combat support agency. Plans and Strategy also develops allocation recommendations for presenting assets to the combatant commands so they can conduct collection activity against their needs.

Our Special Activities Division looks at ISR special access programs capabilities, as well as new and emerging ISR capabilities, and then integrates those capabilities into everything else we do across all of our other mission activities.

And lastly, our Assessment Division looks across everything to determine if there is a better way to do business. They look at it from the front end to help determine whether or not we are presenting the best options. They look at it as it's ongoing to make sure what we attempted to do is actually getting done. And, they look at it after the fact to determine whether or not the intelligence gained actually answered the question. The Assessment Division is responsible for an end-to-end assessment of enterprise success, as well as assessment of our internal processes and those of the mission team we work with.

There's another really important part of JFCC-ISR. That is all the people we work with every day at the DIAC on the 6th Floor who don't wear STRATCOM patches. The mission team is composed of STRATCOM people, DIA people, National Security Agency (NSA) people, National Geospatial-Intelligence Agency (NGA) people and service representatives. It's these people who ultimately understand everything from satellite to human intelligence (HUMINT) and who have the perspective of the combatant command, as well as the functional organizations that do particular types of ISR collection. Those people also look at ISR issues with a global, via regional perspective. Our mission team here is composed of about 200 people, but only half of those are STRATCOM personnel.

I anticipate we will be fully manned in about a year. As of now, we are right at 65 percent of our STRATCOM piece. The combat support agencies have started filling their billets, which are imbedded with us.

COMMUNIQUÉ: *What is a day in the life of JFCC-ISR like?*

MAJ GEN WELSH: We start everyday with an operations update meeting, looking at what's going on in the ISR world for DOD and the nation. During the meeting, we also review key issues that are going to be worked that day. Everyone from DIA's Office for Collection Management (DTC) team, to our service reps, to our combat support agency reps focus on the same issues.

Everybody is busy. The ISR Operations Center continues to focus on what's going on in DOD and the ISR world. They monitor what's going on worldwide; they identify problems and deviations from the plan – collection activity from the plan, allocation activity from the plan and deployment of ISR resources – anything that could affect performance of the ISR enterprise as a whole. The Operations Center then meets with the experts in DTC, NSA and NGA to identify the impact of that particular event, outage or shortfall. As JFCC-ISR matures as an organization, the ISR Operations Center strives to have constant communication

> "The easiest way to think about JFCC-ISR is as STRATCOM's warfighting headquarters for ISR – it really is that simple."

with the combatant commands, the combat support agency watch centers, STRATCOM and STRATCOM's functional commands. We want all of our watch teams to be on a first name basis reflecting a real team that allows us to work problems together.

The Plans and Strategy Division, which has regionally focused theater teams, works everyday on the same battle rhythm as their respective theaters. For example, our European Command (EUCOM) Team comes in at 4 a.m. to sit in on EUCOM's Joint Collection Management Board meeting so we can better understand what EUCOM's issues are. Our Pacific Command (PACOM) Team is on the other end of the clock and they come in a little later in the afternoon and work into the night. The theater teams are working upcoming allocation recommendations and requests from the theaters for more ISR support, and they are looking for options on how to best answer the needs and provide solutions.

Photo by SSgt Jera T. Stubblefield, DA

JFCC-ISR's Operations Center.

Our Assessment Division looks at exercises, plans for ISR demonstrations and works on analysis of ongoing operations like sensitive reconnaissance operations or OLYMPIC TITAN collections. They focus on finding a better way to conduct business.

That's what goes on day to day, lots of meetings, lots of video teleconferences (VTCs) and lots of communication – because that's what our job is all about.

The whole idea behind JFCC-ISR is not that something was broken in the ISR enterprise; it's better managing the enterprise for the future because this world around us has changed. Most of the processes and organizations were put in place to worry about a different kind of threat. Not all of that threat has completely gone away, but there is a new threat that has evolved pretty quickly and is going to require a different way of conducting business to stay ahead of it. We have to become more agile, more flexible and be more responsive – with not nearly enough assets to fulfill the ISR demand.

COMMUNIQUÉ: *What has been the impact on the combatant commands since the establishment of JFCC-ISR?*

MAJ GEN WELSH: It probably depends on who you ask. I suspect every combatant command and combat support agency would give you a different answer. To be fair, we are just starting to see an impact. The one difference JFCC-ISR provides the DOD community is, for the first time I can find evidence of, we have an organization composed of mission partners from all the different people who do ISR, looking at the same ISR issues from a global perspective. That gives us the luxury of being able to step back a little bit and ask those "what if" questions – what if we tried this instead of that? Is there a better way to do this kind of work? Is there a different way of approaching our annual allocation process?

The combatant commands understand how to do ISR mission execution; if they have the right assets allocated to them, they know how to build a collection plan to get intelligence information. We don't have to tell them how to do that or try to make them better at it, they are better than we are. One of the places they will tell you we are starting to add value is ensuring they are aware of what is available, and integrating the effort across the entire ISR community. For example, in the past if a combatant command wanted a particular type of signal collected they would say, "Can you give me platform ‘X,’" and there was a process in place by which services would try and source one. If someone had platform X, they would supply it, but if it wasn't available, the combatant command would receive something else, whether or not it really helped to answer their intelligence question.

Now they come in and ask the same question and our response is, "Why exactly do you need platform ‘X,’" and if they say here is the information we are trying to get, then JFCC-ISR will take a whole team of people from satellite experts, to HUMINT sources and say, how can we answer the question better? The answer may be to give them the platform they requested plus additional assets; perhaps the platform isn't available but we have other assets we can allocate to them; or maybe there is a solution they haven't even thought of yet.

We are trying to look at the problem from an enterprise perspective and then strive to keep everybody very clear on where the global priorities lie. Everybody understands there aren't enough assets available to conduct all the activity we want to do, but not everybody understands why. It should be visible to everyone and there shouldn't be any questions or secrets. People don't always like the answer, but we owe it to them.

We see ourselves as a one-stop-shop for ISR issues, whether it's a combatant command trying to work with a combat support agency, or somebody on the national side who wants to find out what's going on inside the DOD arena.

> "The whole idea behind JFCC-ISR is not that something was broken in the ISR enterprise; it's better managing the enterprise for the future because this world around us has changed."

Another benefit to the combatant commands is that when they call JFCC-ISR they also get the Defense Joint Intelligence Operations Center (DJIOC). We are the ISR division of DJIOC; organizationally it is not structured that way, but essentially it's what we will do for them. If DJIOC has an ISR question, ISR issue, ISR tasking or needs an ISR plan developed, all they have to do is turn to us, and DJIOC is fully involved.

I also believe the combatant commands over time will see the most benefit when we are able to bridge the disconnect between the requirement set for ISR from all the combatant commands – and from the nation – and our ability to collect against that requirement set. We just don't have enough assets to put against the problem and we are looking within DOD at solutions for this.

One of our focus areas is how to efficiently manage the ISR enterprise in order to meet more intelligence needs with the same number of assets. We are looking at what the best way to conduct business is and if there is a way to accomplish it more efficiently.

ISR demonstrations have sprung out of this. We have a list of future ISR demonstrations intended to inform

the combatant commands and combat support agencies of different ways of accomplishing the same thing, but more efficiently. During the demonstrations, we discuss the level of redundancy, level of overlap, whether airborne platforms are better for certain targets; what is the right mix of airborne versus overhead against a particular target set; when/how do you best integrate maritime and HUMINT collection; how often do you need to collect with each; how often do you need to update these databases – daily, weekly? In the past, we haven't gone back and looked at the efficiencies of the enterprise in a way it makes sense; but now, we have the time and the focus to ask those questions. JFCC-ISR is trying to identify and highlight better ways of doing business while educating our customers.

"We see ourselves as a one-stop-shop for ISR issues, whether it's a combatant command trying to work with a combat support agency, or somebody on the national side who wants to find out what's going on inside the DOD arena."

JFCC-ISR can provide better support to more people over time and is going to be major value added over the long term to the combatant commands.

COMMUNIQUÉ: *Describe JFCC-ISR's relationship between STRATCOM and DIA.*

MAJ GEN WELSH: We are a functional command of STRATCOM. I am always a STRATCOM guy. Lieutenant General Maples, our commander, is always a DIA guy and sometimes a STRATCOM guy. He is dual hatted so JFCC-ISR can leverage the expertise within DIA and the ISR mission area. The experts live here but they are not a part of JFCC-ISR, they are in DIA's Directorate for Analysis (DI) and the Directorate for MASINT and Technical Collection (DT), especially DTC.

DIA is a supporting organization to us. JFCC-ISR was designed to be lean, it was designed to accomplish the mission focus items for STRATCOM. All of the outreach and general support, such as facilities, contracting technical support, congressional liaison, public affairs, personnel support and personnel systems are in a memorandum of understanding with DIA. I would like to mention the support we have received from DIA has been phenomenal! Jim Manzelmann and his Directorate for Administration (DA) staff, those in the information technology world, the information support personnel and those from DI and DT – all the people we work with day in and day out have just been phenomenal. Every day we rely on DT to tell us what's right and what's wrong in the collection management arena – we don't pretend to know what they know.

In regard to DJIOC, it's a little bit different because DJIOC is really a functional organization and JFCC-ISR is a functional piece of that. So, in that respect the mission area is clear to us, our job is to support DJIOC in the ISR arena. But, we also directly support the combatant commands and STRATCOM.

To sum it all up, we are a functional command of STRATCOM supported by DIA. We are pretty much a mission-focused organization and we turn to DIA for all the organic support items you would normally have in a larger organization.

COMMUNIQUÉ: *JFCC-ISR helps combatant commands synchronize DOD collection with activities of national and/or international ISR collectors. Could you please give a few examples of how this is being done?*

MAJ GEN WELSH: Let me make a small differentiation here between collection and what we do. As I mentioned before,

the collection management folks in DT are the ones who actually work these agreements with coalition partners and allies for collection activity and for future technology development. What we really do is make sure we understand the collection capabilities that allies bring to a particular theater or a particular problem. We get that from the combatant commands who tell us which allies are playing and what capabilities they can provide.

We then talk to the collection managers in DTC who are part of our mission team and discuss what assets our allies can provide to the combatant commands that we don't have because of limited assets. We augment with the right level of platform/sensor/architecture. Then the actual collection plan is developed by the theater with the allies and collection managers in DT.

JFCC-ISR really doesn't work collection management. We are aware of collection management because we have to understand it so we can allocate the right resources. Therefore, we are knowledgeable of the allied and coalition piece, but we are knowledgeable of that because we get it from DOD, DTC and the combatant commands.

It's really important people understand where the lines are drawn. People in the combatant commands now know if they want information about collection management they contact the collection managers in DTC. But, what they don't yet understand is when they call DTC they are also contacting JFCC-ISR because my regional guys sit right there, and when they call our regional team they are also contacting the collection managers. The combatant commands will understand this over time as we do a better job of integrating the functions and showing them JFCC-ISR is able to add more value by having an integrated team.

We have the ability to put this under one umbrella – everything from understanding a requirement, to helping DJIOC prioritize the requirements globally, to allocating resources to the combatant commands for DOD globally, to understanding the collection activity that occurs.

COMMUNIQUÉ: *What are some accomplishments JFCC-ISR has experienced during the past year?*

MAJ GEN WELSH: I think the biggest accomplishment is building partnerships. Our partnerships with the Joint Staff, Joint Forces Command and the combat support agencies are not strong enough yet, but we will continue to strengthen them. We've had many discussions on lots of different issues and we now have a better understanding of their needs and their position, which will help us identify the best way to look at problems down the road.

Recently, we finished the design of our new permanent facility in the DIAC, which has allowed us to really start to gain traction and move forward. We are now part of a consolidated ISR Operations Center, which includes the old Defense Collection Coordination Center, the MASINT Operations Coordination Center

Then MG Maples, right, assumes command of the JFCC-ISR at the Nov. 4, 2005 ceremony.

Photo by Murray C. Milton, DA

and our JFCC-ISR operations floor. In the near future, it will also include NGA representation on every watch team and NSA representation during duty hours, as well as reach back to the NSA Operations Center the rest of the time. So we have one area where DJIOC and the Joint Staff can now turn to for ISR issues, questions, taskings, anything, and we will all be involved in it from the beginning.

> "One of our focus areas is how to efficiently manage the ISR enterprise in order to meet more intelligence needs with the same number of assets."

JFCC-ISR's Operation Division was given the task to build an ISR global common operating picture, which we have made great progress on. We now have the ability to show regional or global ISR activity and planned collection for airborne and overhead systems – all reading the same picture – this doesn't exist anywhere else. We are also very close to being able to share this through our portals with anyone in the ISR enterprise, so we are all talking from the same picture.

We have liaison officers on each of the regional combatant command staffs. We will eventually have three JFCC-ISR personnel on each of those staffs as part of the DJIOC forward element that will help in requirements development, understanding of upcoming issues and providing us with better day-to-day source information from the combatant commands.

Along those same lines, I've started a series of routine VTCs with the directors of intelligence (J2s) and the directors of operations (J3s) at every combatant command and the services to talk about ISR issues. We discuss ISR issues they would like STRATCOM to be involved with, concerns they may have, issues they want us to focus on or issues they think we need to be working harder. I believe it has been a great step forward.

We manage the Global ISR Conference for DOD. There are two a year, and it's where ISR planners from all the combatant commands and DOD offices come to talk about how we should be conducting business in the ISR arena for DOD.

We are very pleased with receiving the Association of Old Crows Award for ISR excellence – it's our first organizational award. We are receiving the award for the enterprise issues I mentioned before – the initial work in identifying logic disconnects within the ISR process and leading the effort in trying to figure out a better way of conducting business. I know Lieutenant General Maples is proud of the Old Crows Award and we are pretty excited to have received it.

Another success is the U2/Global Hawk Transition Study, which we conducted on behalf of STRATCOM. STRATCOM was asked to conduct an assessment to discover imagery intelligence (IMINT) and signals intelligence (SIGINT) gaps and shortfalls. JFCC-ISR led that effort along with the combat support agencies and service reps. It turned into an overview of IMINT and SIGINT architectures and how the transition between the U2 and Global Hawk would affect those architectures. The intent was to inform discussions on future capability development, and I think it has certainly done that. It was great work by those in our Special Activity Division.

Finally, another success is our ISR demo program. We did one in PACOM that was SIGINT focused, and we are prepared to start one in EUCOM that is imagery focused, with a follow on that is SIGINT focused.

We have phenomenal people working in this organization and the nice part about coming to work every day is everyone is excited about what they are doing because it's different; it's not business

as usual. It's a different way of looking at old problems and everybody's ideas matter because no one is that smart about anything. We have great bosses, Lieutenant General Maples and General Cartwright, who really are interested in considering every option for doing things better.

COMMUNIQUÉ: *What goals do you and LTG Maples have for this upcoming year?*

MAJ GEN WELSH: I believe Lieutenant General Maples' principal goal is full operational capability. He has asked us to track how we are progressing toward meeting that goal. We update those factors for him routinely, and he will consider them and make a decision when we are there. He is the only one who gets to make that call, but he is focused on getting to that point as quickly as we can.

A new project, ISR Transition, will change the way we provide ISR support to the combatant commands from STRATCOM and our mission partners. ISR Transition is intended to look at meeting requirements in better ways. It's a spiral implementation plan, where you would put into place different capabilities, watch them, adjust them, watch them some more and then put in another spiral; and as you prove something works in one theater, spin it out to another one. We are hoping to start this at EUCOM in the spring – we are in the process right now of putting together the game plan in conjunction with NSA, NGA, DIA and EUCOM. Essentially ISR Transition would be a regional team, integrated between JFCC-ISR, DTC, NSA, NGA and service reps who are focused on EUCOM's problems every single day. They come to work thinking EUCOM, they work EUCOM all day long, they go home thinking about better ways to support EUCOM tomorrow and over night the Ops Center is still working to implement the things they decided during the day. Then in JFCC-ISR, we step back from the regional problem, because the regional teams are supporting each of the combatant commands and the rest of us try to adjudicate the global concerns. Where does the priority lie – that's where the DJIOC helps us. For example, DJIOC could say, "The priority is going to be in PACOM for this kind of activity." So, we would notify EUCOM that they're not going to receive priority for resource allocations, and we would try to come up with some new, innovative way to help them.

There is a game plan in place and people will understand how resources will move based on an understanding of set priorities. DJIOC has the capability to do prioritization so it's not a combatant command deciding for the other combatant commands. It's DJIOC deciding for DOD and DJIOC, working with the director of national intelligence and deciding for the nation where the priorities all lie.

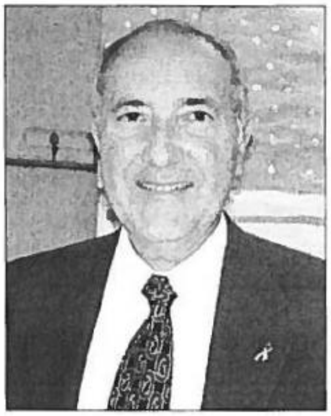
Finally, I think Lieutenant General Maples would tell you that another goal is to figure out every day how to improve the ISR enterprise. Look at the whole thing, what's the global implication of what you are doing – every decision, every capability, every process change, every piece of architecture, what's the global impact? Then look at how that affects regions and functions, not ever forgetting the global impact.

COMMUNIQUÉ: *Is there anything else you would like to share with the DIA work force?*

MAJ GEN WELSH: Please re-stress my many thanks to the many people who have helped us! For graphics, computer support, security, facilities maintenance, congressional, public affairs and all those people who we have been relying on as we've tried to get up and running – thank you! The support simply could not have been any better!

The Communiqué staff interviewed one of the agency's departing "legacies" and asked him to share his career experiences and a few words of wisdom.

If you wish to nominate an individual in your office who is retiring, please contact Sarah Moseley, associate editor of the Communiqué, at (703) 697-0297.



Salvatore M. FERRO

How long have you been with DIA, and where have you worked within the agency?

Wow, great question! Remember I'm older than dirt and have served under every director the agency has had. I joined DIA in June 1969, probably before many in the DIA work force were even born, and have been here ever since — except for two years off for good behavior when I volunteered to go back to Vietnam for a second tour of duty and when I was selected for one year full-time academic study for my master's.

What are your fondest memories with the agency?

Without a doubt, it's the people in this agency who give so much of themselves each day and who do so without complaining. The espirit de corps and team spirit shown by so many in DIA, in so many ways, is a quality I will miss. I note with fondness how far this agency has come since its beginnings. Also, those white squirrels at Arlington Hall Station weren't so bad either.

What lessons did you learn throughout your career that you would pass on to others?

Be true to your principles and don't compromise them. Believe in something and believe in it passionately. Accomplish the mission at all costs. Try to do the best you can every single day. Make sure of your facts and then full speed ahead. However, don't sacrifice family and personal values. Treat others as you would want to be treated. Be a mentor, you will feel good for doing it and hopefully aid those who will be around to carry on that tradition with others. Remember also to enjoy life — work hard and play hard, and always have fun doing it. Being happy in

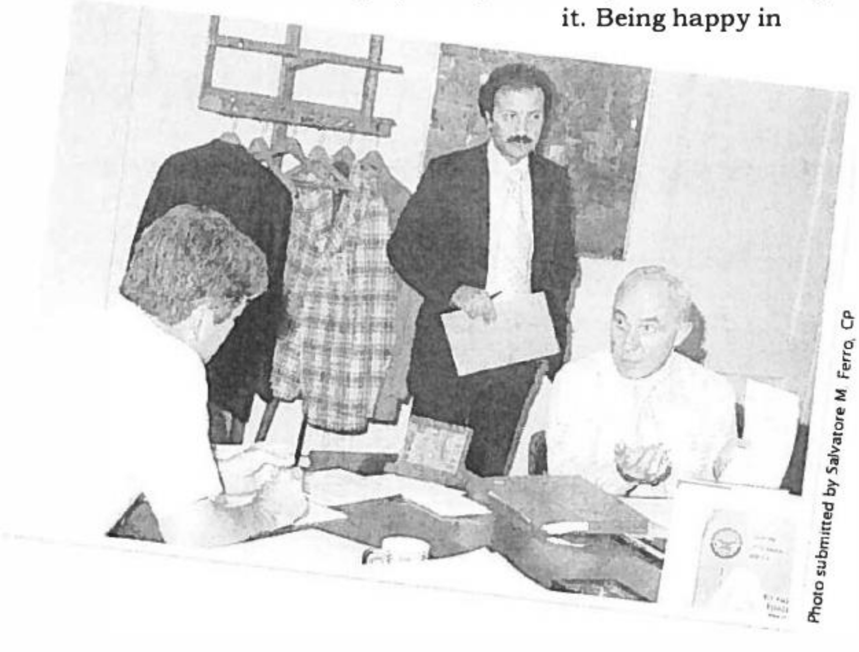


Photo submitted by Salvatore M. Ferro, CP

Sal Ferro (standing) briefs Rep. Paul McCloskey of California and his staff director, Angus MacDonald, on MIA's in Southeat Asia in 1976.

your work beats being sad every single time!

What would you consider to be your greatest contribution to DIA?

My legacy would be those individuals I have mentored throughout the years. I have told each and every one of them that someday they would be deputy director of the agency and I know that one of them will indeed be one someday. It's given me a great deal of personal satisfaction to watch their careers grow and to know that I had a hand in it.

What do you think has been the biggest change or had the biggest impact on DIA during your career?

Without a doubt, the tragedy of Sept. 11 has had the biggest impact on DIA, the U.S. and the world in general. You can see its impact on how the agency does business, how we conduct our lives and respond to situations. The Global War on Terrorism will not be won during my lifetime, but I have no doubt that we will prevail over those who intend to harm us and attempt to instill fear in our hearts. The American spirit can never be conquered.

Do you have any final words of wisdom you would like to share before you part from DIA?

DIA has been very good to me throughout the years and I leave with many fond memories of friends and of good times. I would say to those that I leave behind — do your best every day. And specifically to those involved in the fight against terrorism — do better than your best, do whatever it takes to help hunt down the co-conspirators of Sept. 11 and those who aid them. Remember that Osama bin Laden and al-Zawahiri can run and hide but that only means that they will die running! Good luck to you all in that endeavor!

Maples Carries on FAMILY LEGACY

By Betsy L. Allison, CP

When LTG Michael Maples first arrived at DIA in 2005 as the new director, he told the agency "I have much to learn," an admission his father could have made about DIA 42 years earlier. In 1963, LTG Herron Nichols Maples led the effort to consolidate intelligence capabilities across all four services into one agency and create the Intelligence Production Center for DIA. Two years later, the center was one of the most respected elements of the intelligence community.

Like his father, Maples is still working toward integration. "In this case we are talking about integrating the defense intelligence enterprise and the capabilities of agencies and services in a greater way, to bring about a greater effectiveness of the organization," he said. "There are a lot of similarities in that regard."

Jan. 1963, LTG Herron Maples leads the first meeting of DIA's new intelligence production center at Arlington Hall Station.

In the beginning days of DIA, Herron Maples was a big advocate of new

technology and advancing the cause of the agency through computers. In the 1960s, one of the agency's goals was to put a computer on everyone's desk so they could access the information that was on the main computer. More than four decades later, the impact of that goal can still be seen.

Although both men were assigned to DIA, Maples says that the parallel career move was completely unplanned. His father's influence was mainly on his values and education as opposed to his career goals and paths.

Maples can still see his father's legacy on the modern DIA. At a recent luncheon with the Defense Intelligence Alumni Association, he met a retired employee who recalled working with a Maples at Arlington Hall, where the agency first got its start. After speaking with the man, he realized they were speaking about his father. "It is kind of a neat feeling as well to be able to do something which your father was associated with back in the beginning."

After looking through some old boxes belonging to his father, LTG Maples found a piece of DIA history that he was a part of, a picture of his parents, himself and the first DIA director, Lt Gen Joseph Carroll. "I was this gangly 16 year old junior in high school sitting on the end there with my mom and dad in the same photograph. That's kind of amazing, who would've thought."

Editor's note: LTG Herron Maples passed away on Sept. 1. He was buried at Arlington National Cemetery Nov. 1.

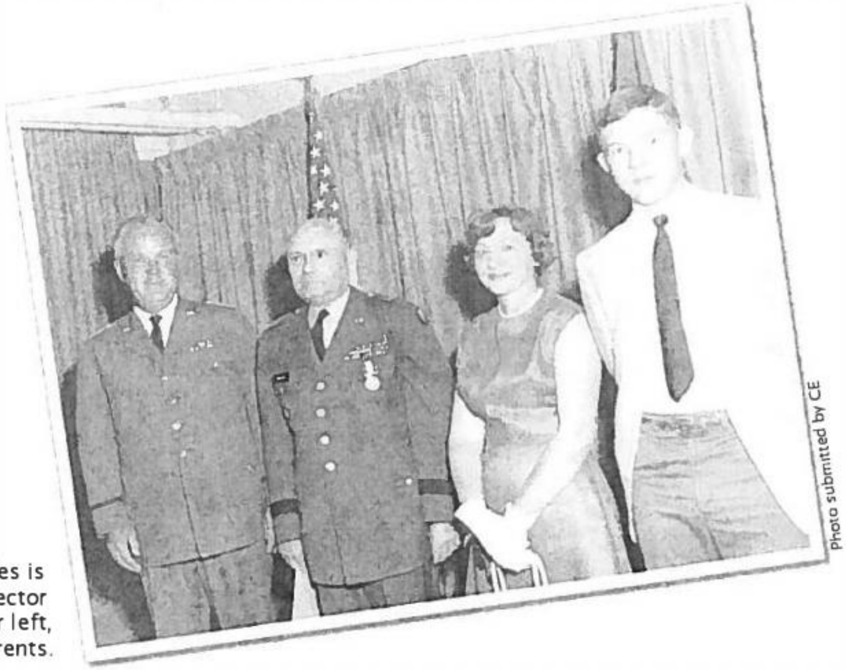


Photo submitted by CE

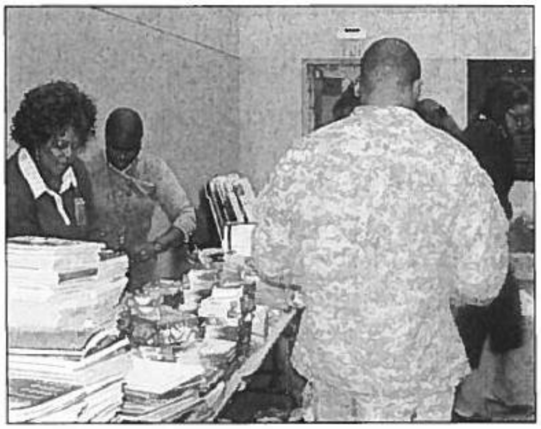
A young Michael Maples is pictured with former Director Lt Gen Joseph Carroll, far left, and his parents.

KINDNESS that 'Sticks' Like Glue: Annual DIA SCHOOL SUPPLY and BOOK DRIVE

By Carlynn D. Marsh, EO

Brand new glue sticks, pencils, crayons, lunchboxes and backpacks are just a few of the items that start a child off toward a school year. But some children — due to circumstances beyond their control — are not able to start the year off that way. That is where the men and women of the DIA Partnership in Education (PIE) Program come in.

The Annual DIA School Supply and Book Drive took place Sept. 1 through 29. DIA employees donated more than 600 pencils, 400 pens, 180 glue sticks and bottles, writing paper, art supplies, books, educational DVDs and 68 book bags! Vaughn Kimbrough, principal of Malcolm X Elementary School, was so excited to receive the donations. Upon opening a few boxes and seeing the many book bags and other supplies, he exclaimed, "Oh, yes, the children ask about these everyday. ... I will immediately start handing these out!" Hoffman-Boston Elementary School's staff also expressed their appreciation and gratitude to DIA's work force for their continued support.



(left to right; behind the table) Lorraine Cooper, Aretha Carr, SGT Chuck Smiley (back to camera) and Treva Smith sort denoted school supplies.

The Equal Opportunity Office (EO) would also like to extend their gratitude to the employees who donated and the volunteers who helped pack the items for delivery.

Please continue to check the Internal Communications Web page for upcoming outreach volunteer opportunities with the schools. For additional information on the PIE Program, or if you are interested in becoming a volunteer, contact Carlynn Marsh, program manager, at (202) 231-8179.

Photos submitted by EO

(left to right) Isiah Badger and Carlynn Marsh deliver book bags and other school supplies to Hoffman-Boston Elementary School in Arlington.

GIVING BACK
to the VETERAN Warfighter

By Donna J. Conti, DI

How would you like a chance to deliver a personal thank you to our veterans? As 10 DIA volunteers recently found out, this opportunity does exist nearby. DIA responded to a request from the Armed Forces Retirement Home in Washington for volunteers to assist displaced Hurricane Katrina veterans with their belongings that, after nine months, were finally being delivered. Extra hands were needed to assist the veterans in sorting through their belongings and disposing of unwanted items. Volunteers were also there to comfort the veterans, as the return of their personal belongings proved to be an emotional time for many.

A last minute call for volunteers was placed, and the following employees responded, plus one individual from the Directorate for Human Intelligence (DH).

Deidra Allen, J2
Donna Conti, DI
Crystal Ford, CE
Bryan Haddix, DI
PO1 Ron McRae, DH
Daria Nelson, DA
Jennifer Nelson, DI
Richard Suttles, DI
Adrienne Young-Battle, DS

All the volunteers expressed a desire to return to the Armed Forces Retirement Home, it was both an amazing and satisfying experience.

"The veterans were more excited about having visitors who cared enough about them and their contribution to our country; to sit and talk and to listen to their experiences. I could not have asked for more with this experience. It was totally worthwhile," Ford said. "While walking down the hall people were constantly stopping us just to say 'thank you for volunteering.' I am confident that with the continuation of this program we would be able to positively change the morale of not only the veterans, but of the DIA volunteers as well. I am ready to volunteer again."

As of Oct. 2, the Joint Enlisted Advisory Committee and the Council of Employees were facilitating meetings to formalize a detailed volunteer effort on the part of DIA, as an official sponsor of the Armed Forces Retirement Home. For more information about the Armed Forces Retirement Home read, "DIA: Supporting the Veteran Warfighter," featured in the March/April Communiqué.

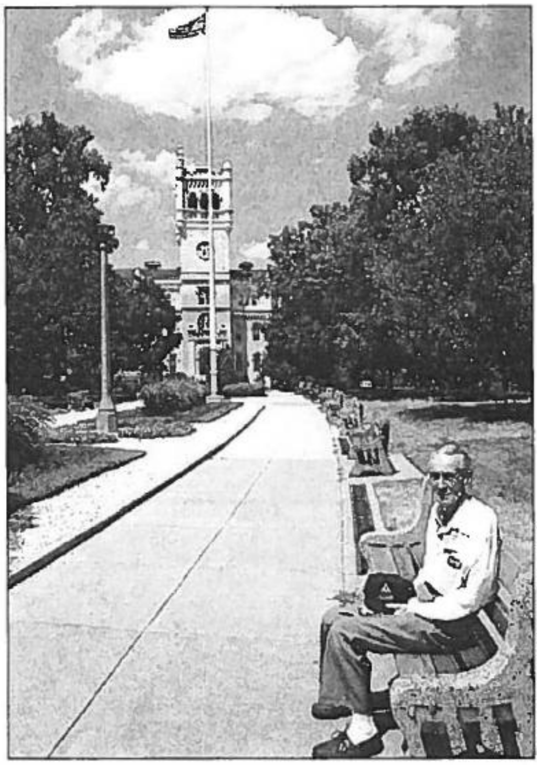


Photo provided by DefenseLink

To make a difference by volunteering at the Armed Forces Retirement Home, please contact Melodie Menke, director of volunteer services at (202) 730-3410. For further information regarding the retirement home, or to schedule a historical tour of the facility and have lunch with the veterans, visit their Web site at *www.afrh.gov*, or contact Shelia Abarr, public affairs and marketing specialist, at (202) 730-3043. The Armed Forces Retirement Home is located at 3700 N. Capitol St. N.W., Washington, D.C. 20011.

Photos by Donna J. Conti, DI

Left - DIA volunteers chat with some of the veteran victims of Hurricane Katrina.

Right - Adrienne Young-Battle and Daria Nelson assist other DIA volunteers with boxes.

Anything for a BUCK!

By Tim M. Rider, CE

Photo submitted by CFC

One hundred and seventy-nine days is an opportunity for some, an inconvenience for others — could go either way. I wasn't "deploying" to Iraq or Afghanistan, but rather to Crystal City, Va.

In early August, I left DIA for a six-month assignment as a Combined Federal Campaign (CFC) loaned executive (LE). As a loaned executive you become an integral part of the Department of Defense (DOD) fundraising campaign, and are assigned to specific DOD agencies to assist the campaign managers throughout the process. This was going to be much different than anything I've experienced at DIA.

Right away I had to adjust to the parking — it's free and my space is under the building I work in. To simulate Bolling Air Force Base, I walk around the block about 30 times before entering the building. The various CFC fundraising events are also in stark contrast to those I've become accustomed to. There is plenty of food and nobody shakes me down for the $20 "conference fee."

As a side note to Butterbear and the rest of the DIA bloggers, the chicken fried rice at the Charlie Chiang's in Crystal City does not taste like cardboard. Although I can't log on to the infamous discussion board, I assume there are still complaints about the cafeteria, parking still sucks, young analysts don't dress appropriately and everyone's boss is a pain.

CFC LEs are order-filling grunts one day and motivational speakers the next. Our

job functions range from training CFC keyworkers, to organizing kick-off events and charity fairs, to performing skits and singing rap songs. CFC even allowed me to wear my Flava Flav costume at a recent function. Not sure if security would let me into the DIAC wearing a Viking party hat and a CFC clock necklace — gotta know what time it is!

"The loaned executives this year are very strange, and it didn't take long to figure out why their home agencies sent them to us," jokes Terry Tharp, DOD CFC logistics manager. "Some are good and really contribute to the campaign. But mostly they just eat."

Aside from eating, the overriding function of an LE is to ensure each agency achieves its CFC fundraising goal, with this year's CFC DOD goal at $13 million and the National Capital Region at $58 million. Teamwork and fun are imperative, but this can be difficult given the wide variety of backgrounds and personalities among the 12 DOD LEs. Oftentimes, this assignment feels like a six-month group therapy session. Sometimes I think this is a twisted FOX reality show, but nobody has been sent back to their home agency yet.

Paul Schneidmill, the LE assigned to DIA, accurately sums up the LE experience. "The hectic pace and demanding requirements of the loaned executive is overshadowed by the ultimate goal of CFC. Our job is to slay the three-headed 'anti-charity dragon' — indifference, unwillingness and slow-to-give."

Finally, as a trained LE, I must solicit. Please pick up a CFC Catalog of Caring, fill out a pledge card and "Be a Star in Someone's Life!"

This is definitely an opportunity, not an inconvenience.

USDAO Minsk Organizes Wreath Laying Ceremony

By the Directorate for Human Intelligence, DH

April 25, the U.S. Defense Attaché Office (USDAO) Minsk, Belarus, in conjunction with the Belarusian Ministry of Defense, held a first of its kind solemn wreath laying ceremony at Victory Square to commemorate the anniversary of the historic meeting of the American and Soviet forces at the Elbe River in 1945. This "link up" of allies signified that the end of World War II in the European theater was near. Former Lieutenant of the Soviet Army Alexander Silvashko, the only surviving participant of the 1945 meeting, was the guest of honor. During the reception, U.S. Ambassador George Krol presented a certificate to Silvashko and led everyone in a moment of silence, during which taps was played.

Photo submitted by DH

NIPRNET to Unleash DTW

By Darsha "Lynn" Davis, DS

The birth of the DoDIIS Trusted Workstation (DTW) started with Michael Pflueger, then deputy director of information systems at the Joint Intelligence Center, Pacific (JICPAC). Recognizing the value and successes of the original Secure Office Trusted Workstation — which provided access to JWICS, SIPRNet and numerous other classified networks in the Pacific theater — Pflueger envisioned an expanded workstation as a future "enterprise" solution. Leveraging the knowledge and expertise of engineers from Trusted Computer Solutions (TCS), Sun Microsystems and security personnel from DIA, JICPAC engineers and systems support personnel worked to optimize and standardize the system so that it could be deployed in a secure, repeatable fashion.

Later, as DIA's chief information officer (CIO), Pflueger established the DTW Program Office to perform the lofty task of rolling out the expanded version of this solution across the DoDIIS Enterprise. The system became a "Program of Record" named the DoDIIS Trusted Workstation. After extensive testing, the system was accredited in 2005 by DIA as a Protection Level 4 device and deployed to thousands of users at DoDIIS sites around the world. Today, DTW concurrently connects to security domains from the SECRET level and above, providing access to JWICS, SIPRNet and other classified networks from a single machine, rather than from multiple desktop workstations.

Although DTW provided access to multiple classified domains, end-users still required a separate workstation to access NIPRNet. Thus, following months of planning, coordination, engineering and review of various technical options a new version was developed. DTW v3.4 will connect to security domains all the way to unclassified once testing and certification are achieved. Currently, DIA Information Assurance analysts are working with the Office of the Director of National Intelligence Chief Information Officer to conduct detailed security testing of DTW to obtain a Protection Level 5 rating. Ultimately, DTW will provide access to JWICS, Stone Ghost, SIPRNet, and NIPRNet, all from a single desktop!

DoDIIS Trusted Workstation.

This unprecedented development will provide users with greatly increased access and capabilities, while reducing infrastructure costs and improving security at the same time. As soon as DTW v3.4 is authorized to operate, it will be deployed to the DoDIIS Regional Service Centers and other sites worldwide.

Civilian and Military PERSONNEL UPDATE

Retirements, Anniversaries and Promotions in August & September 2006

By the Office of Human Resources, HC

Civilian Retirements

Deane J. Allen, DA
Timothy P. Brady, DA
Lawrence R. Carnegie, DT
James D. Charette, DH
Gerald D. Coffey, DA
Robert Dimoff, DI
John B. Greenwood, DI
Joseph J. Hefferon, CISA
David K. Heskett, DA
Terrence D. Lekites, DI
Donovan J. Lewis, DI
Howard E. Locke Jr., DH
Neely Moody, IG
Allen L. Prince, DA
Christina F. Shelton, DA

Employee Celebrating 40 Years Federal Service

George B. Reddon, DT

Employees Celebrating 35 Years Federal Service

Whitney J. Blanchard Jr., DI
Ruth V. Burtt, DA
Leon M. Holleb, DH
Larry D. Nix, DI
Kaye K. Wilmeth, DH
Robert T. Wilson, DA

Employees Celebrating 30 Years Federal Service

Anne D. Alexander, FE
Molly R. Baumgardner, DI
Robin B. Boatman, DI
James Brown, DS
Paul Bruce, AE
Mack J. Catella, AE
Lorraine Cooper, EO
David M. Curtin, DI
Barbara F. Egan, DI
Helen D. Ferro, IG
Bruce D. Hardcastle, DI
Thomas M. Hostetter, DI
Gerald W. McClellan, DI
Patricia M. Pague, FE
Rose M. Perkins, HC
Barbara L. Rich, DS
James M. Williamson, FE

Employees Celebrating 25 Years Federal Service

Michael E. Bearden, DS
Robert H. Berry Jr., GC
Albert L. Bolden, DI
Deirdre M. Bumbera, DI
Amy W. Casteel, DH
Randal K. Davis, DS
Ruthie L. Ganues-Slay, DA
Patricia K. George, J2
Steven M. Grogan, DI
Sharon A. Houy, CE
Valerie N. Lea, DH
Elliot S. Lehman, DI
Mark G. Marshall, MC
Allen G. Miller, DI
Clyde T. Owan, DI
Katherine A. Reed, FE
Kimberly W. Scriber, DT
Charlotte N. Sullivan, DS
Marvin G. Taylor, DA
Carolyn R. Vaden, HC
Connie F. Williams, DA

Employees Celebrating 20 Years Federal Service

William A. Boyd, DI
Brunilda Betancourt, AE
James F. Byrne, DI
Mary K. Copeland, DI
William F. Desautels, DH
Angela R. Green, DI
William J. Hart, DT
Benjamin E. Johnson, DA
Danielle L. Little, DS
John H. Martiny, DA
Carolyn H. Manders, DI
Angela Y. Manus, DI
Janet S. Nobleman, DH
Arthurine E. Shackleford, DI
Anthony A. Shaffer, DH
Kenneth M. Stanley, DI
Richard F. Toomey, DI
Douglas D. VuTai, DT
Christopher G. Vuxton, AE
Donald P. Wheeler, DI

Employees Celebrating 15 Years Federal Service

Gary A. Amoroso, DI
Vicki L. Cousino, DI
John M. Dunlap, DI
Peter S. Fuhrer, DI
Peter B. Klein, CE
Vickie D. Knox, DH
James C. Kronz Jr., DS
Henry J. Lees, DT
Tamara Lewis, DI
Patrick J. Malvaso, IG
Noel R. Merrill, DI
Margaret A. Peters, DA
Kenneth R. Sibert, DS
Elizabeth K. Smith, AE
Yvette Smith, DS
Brian C. Stoneburner, DI
Lourdes T. Talbot, DI
Don L. Washington, DA

Employees Celebrating 10 Years Federal Service

Alan L. Alvey, DI
Cheryl P. Boudreau, HC
Ann M. Bradford, DI
Laura S. Brooks, IE
Marc A. Crain, DA
James J. Deseck, DS
Donald C. DeVries, FE
John C. Dullahan, DI
Walter L. Frith Jr., DI
Michelle A. Hill, DI
Rhonda L. Hoffman, HC
Christopher L. Johnson, DI
George W. Leblanc, DI
Rebecca E. Litz, DI
Stephanie S. Lynch, DI
Alvin R. McDonald, HC
Mark W. J. Morton, DH
Summer E. Pearson, IG
Tammy R. Riddle, DI
Alison L. Shearer, DI
Laura C. Smart, DI
Cindy L. Steele, DI
Eve W. Swaim, DI
John R. Trochimowicz, FE
Cedric P. Vaughn, DI
Ronald J. Velasquez, DS
John D. Watson, DI
John D. Williams, DT
Wesley L. Wills, DT

DIA Promotions to DISES

Ilsa E. Ferro, DA
Timothy C. McNeil, CS

DIA Promotions to DISL

Albert L. Bolden, DI
Teresa L. De La Garrigue, DH
John V. Perroots, DH
Richard L. Sanders, DH
Duane T. Whitt, FE

DIA Promotions to GG-15

Willis D. Brice, AE
Nicholas Eftimiades, DT
Carol H. Ford, IG
Deborah D. Harris, HC
Grant D. Hayden, DI
Larry D. Hethcox, OP
Charles A. Lundy, DI
Patrick E. Protacio, DA
Fred B. Reynolds Jr., FE
Mary J. Tully, AE
Dorothy M. Wright, IG

DIA Promotions to GG-14

Monica R. Bamford, DA
Mark W. Borden, DI
Marianne B. Carlson, DI
Cynthia M. Epler, DI
Kevin S. Feagin, DI
Jodi L. Hartel-Oarr, DT
Sheila M. Kinty, DI
Sean W. Miles, DS
Laurie A. McMahan, DS
Melanie M. Porterfield, HC
Laura L. Sifuentes, DT
Michael A. VanHorn, CS
David L. Viets, HC
Michael S. Willner, DI
Esther L. Woods, AE
Scott M. Woodson, DI
Kyle C. Wyckoff, DI

DIA Promotions to GG-13

Sharon A. Anastasi, DI
Lauren P Arthur, DS
Frankie V. Asencio, DI
Paul D. Baker Jr., DA
Jason S. Bauer, DI
Kimberly S. Brown, DA
Sean P. Carlson, DI
Anthony J. Carchietta, DA
Barrie J. Chang, DI
Gabrielle E. Chodes, DI
Neehar P. Choksey, DS
Towanda F. Coley, DH
Kristen A. Deschermeier, DI
Brendan M. Dillon, DI
Adam A. Goldberg, DI
Nicholas C. Grenier, DI
Adam J. Hise, DI
Brett Howard, DI
Dae U. Hwang, DI
Anna T. Janik, DI
Catherine J. Jenkins, DH
Amanda R. Karlin, DH
Adrienne R. Lauzon, DI
Eleanor Lee, DI
Bonnie R. Levine, DI
Amanda E. Love, DI
Amanda R. Maits, CS
Kari G. Malphurs, DI
Tyrone M. Maxwell, DH
Stanli O. Montgomery, DI
Jennifer R. Nelson, DI
Elizabeth G. Owens, DI
Ernesto Pena, DI
Chelsea L. Pierce, DI
Ronald J. Ringuette, DI
Mark L. Runkle, DI
Leroy P. Spriggs, DA
Juliana R. Steiner, DI
Kimberly E. Stokes, DI
Ryan J. Tan, DI
Linda C. Thompson, DI
Matthew A. Thompson, DI
Matthew J. Turner, DI
Harlow C. Voorhees, DI
Lori A. Williams, DI
Thomas P. Williams, DI
Erin T. Wirth-Beaumont, DI
Patrick J. Woods, DH
David C. Yantz, DI

DIA Promotions to GG-12

Debora A. Acty, DI
Nikolas A. Alexander, DI
Rebecca Ardary, DI
Tonia Austin-Douglas, DA
Victoria L. Barasch, DI
Alexandria P. Beal, DT
Katherine M. Black, J2
Michele C. Blalock, DI
Candice M. Bosack, DH
Gabriella Broder, DI
Brenda C. Brown, DI
Jacquelyn Campbell, DI
Tawanda M. Carter, DH
Aracelie L. Castro, FE
Brian D. Cogert, OP
Lisa N. deGorter, DI
Rodney O. Dewindt, DS
Sally A. Felten, DI
Kimberly S. Finch, DI
Susan E. Fink, DI
Richard C. Fish, DS
Erin K. Fitzpatrick, DI
Julia Gershov, DI
Vedrana Hadzialic, DI
Megan Hassett, DI
Michael Hertzberg, J2
Tamara M. Hunt, CE
Matthew W. Jackson, DI
Catherine J. Jenkins, DH
Michael Johnnides, DI
JoAnn J. Kim, DI
Stephen P. King, CS
Bonnie R. Levine, DI
Carolyn S. Lynch, J2
Katherine M. McCloskey, DI

Lamarie V. Muse, DS
Christopher P. Roberts, DA
Isis Rodriguez-Cortes, DA
Krisanne C. Schawl, DA
Joy E. Schmidt, DI
Starr L. Schmidt, J2
Lauren E. Schuster, DI
Brian C. Smith, DT
Karen R. Smith, DH
Alexandria R. Stevens, J2
Diego Ugarte-Carlos, DI
Cindy Vazquez, DI

DIA Promotions to GG-11

Daniel Alexander, DA
Adam R. Banner, DI
Daniel L. Barlow, DI
James-Christian B. Blockwood, DI
Valerie Blue, OP
Janet W. Cho, DI
Andrea D. Davidson, DI
Mary E. Drake, DI
Barry A. Goldblum, DI
Anastasia Handy, DI
Nathaniel H. Hill, DI
Vanessa R. Howard, FE
Alita D. Hunter, DS
Carmen R. Jimenez, DI
Duke E. Johnson, DA
Jeremy R. Karbowski, DT
Sinkyung Kim, DI
Sherri D. Marrs, IE
Diane D. McDuffie, DI
Sarah E. Moseley, CP
Sanjay Y. Murty, DT
Tiffany J. Schneider, J2
Lynn A. Stafford, DH
Marcelyn L. Thompson, DI
Suzanne K. Yueh, DI

DIA Promotions to GG-10

Sohnia A. Azim, DI
Anola Boutah, DI
Brendella D. Boyd, DI
Timothy P. Briskey, DI
Emily P. Caven, DI
Edwina D. Crable, FE
Arteamus R. Crayton, DI
Karen O. Doyle, DA
Jacquline D. Graham, DA
Lisa A. Heard, HC
Dionne F. Hinton, CE
Deborah A. Johnston, DT
Megan K. Kraushaar, DA
Valerie N. Lea, DH
Matthew F. Moseley, DI
Chrystal L. Mitchell, DI
Marie M. Nonord, DT
Matthew J. Phillips, FE
Nicholas Reddig, DI
Geoffrey S. Schaab, DI
Tamara L. Slater, OP
Kaye K. Wilmeth, DH

DIA Promotions to GG-09

Scott E. Appleton, MC
Elvira C. Arteaga, DH
Casey M. Hingston, DA
Erika R. Holmes, DI
Ann T. Gray, DI
Meghan M. Knake-Timko, DI
Adam Kogeman, DI
Dolan J. Malloy, DI
Michelle L. Zupko, DI

DIA Promotions to GG-08

Ann M. Busby, DI
Latoyia D. Hodnett, DA
Jennine Liu, DI
Joshua D. Parker, DA
Charles Tankersley, DI

DIA Promotions to GG-05

Casey A. Cashdollar, HC
Jason M. Pederson, HC

Army Promotions

SSG Laquiesha Andrews, DI
SSG Rodney L. White, DH

Air Force Promotions

CMSgt Thomas F. Jackson, DH
CMSgt Joel Lee, HC
SMSGT Julie Brummund, DH
MSGT Robert W. Goad Jr., DH
MSgt Gregory W. Lingar, DS
MSgt Hector N. Perez Jr., DH
MSgt Jackie L. Phillips, MC
MSgt Andel I. Owens, MC
MSGT James Wholters, DH
TSgt Guido J. Parrales, J2
SSgt Jonmichael Darveau, DS

Navy Promotions

CAPT Agustin L. Otero, DI
CAPT Stephanie S. Leung, J2
CAPT Valarie A. Ormond, DI
CDR Scott Brees, DH
CDR Reginald D. Edge, HC
CDR David Edwards, DH
CDR Michael Hannan, DH
CDR Gregory A. Hussman, DH
CDR Mark C. Kester, J2
CDR Louis Unrein, DH
LCDR David K. Ng, DI
CWO3 Charles Grady, DH

on the HORIZON

events for DECEMBER 2006 & JANUARY 2007

December

Dec. 16-23 Hanukkah/ Chanukah

Dec. 18 Clarendon Holiday Beverage Social, 11 a.m. to 1 p.m., in the lobby

Dec. 20 DIAC Holiday Beverage Social, 11 a.m. to 1 p.m., in the cafeteria

Dec. 25 Christmas Day (observed)

Dec. 26 Kwanzaa Begins

Dec. 31 Combined Federal Campaign ends

January

Jan. 1 New Year's Day (observed)

January 15 Martin Luther King Jr. Day (observed)

Jan. 16 DIAC Hot Chocolate Social & Book Vendor, 10 a.m. to 1 p.m., in the cafeteria

Jan. 18 Crossing Boundaries, noon to 1 p.m., in the Tighe Auditorium

Jan. 22 Pre-Ordered Valentine Bouquets, 10 a.m. to 1 p.m., in the DIAC lobby

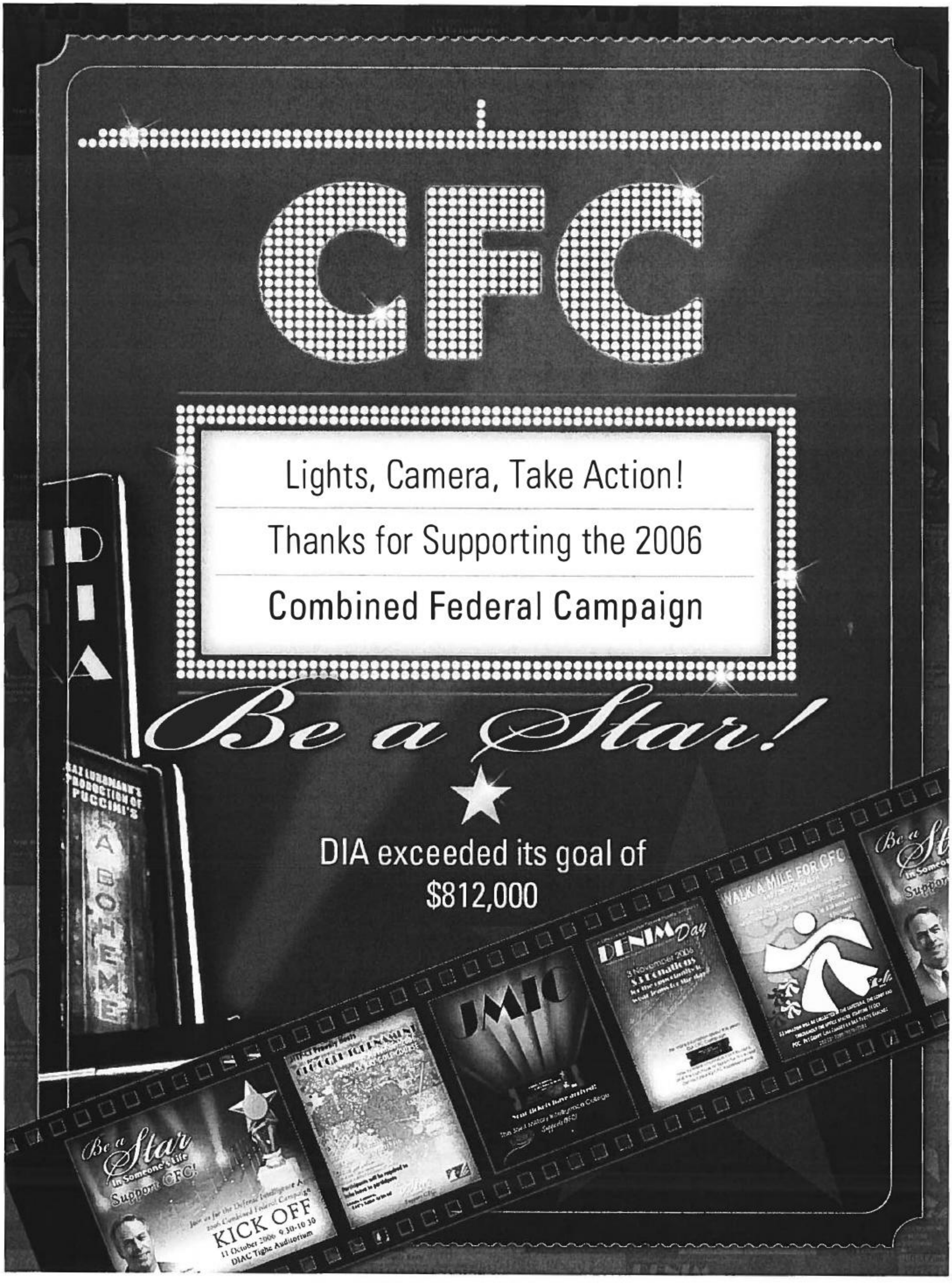
Jan. 24 Clarendon Hot Chocolate Social, 11 a.m. to 1 p.m., in the lobby

Jan. 30 Employee's White Elephant Sale, 10 a.m. to 1 p.m., in the Tighe Auditorium

For further information or updates concerning these events, please refer to the Internal Communications Web site

Photo submitted by CDR Robert E. Kettle

Nov. 8 marked the two-year anniversary of the deaths of SFC Clinton Wisdom and SPC Don Clary of the Iraq Survey Group (ISG). The soldiers were escorting the convoy of chief U.S. weapons inspector Charles Duelfer when a suicide bomber raced toward the cars. Wisdom and Clary drove their vehicle into the bomber's path in order to protect the convoy. Although these men were not DIA employees, their position in the ISG contributed directly to DIA's mission and our personnel assigned to the ISG. The example of Wisdom and Clary defines the word hero and their selfless act of courage will be remembered by many.


CFC
DIA
BAZ LUHRMANN'S PRODUCTION OF PUCCINI'S
LA BOHEME
Be a Star in Someone's Life
Support CFC!
KICK OFF
11 October 2006 9:30-10:30
DIAC Tighe Auditorium
CROQUET TOURNAMENT
JMIC
DENIM Day
3 November 2006
WALK A MILE FOR CFC

Lights, Camera, Take Action!

Thanks for Supporting the 2006

Combined Federal Campaign

Be a Star!

★

DIA exceeded its goal of
$812,000